

Birmingham City Council

Workforce Strategy

2018-2022

Implementation Plan



PRIORITY ONE – WORKFORCE PLANNING AND MANAGING POTENTIAL

Ref	What we are going to do?	What have we done so far or progressing?	RAG	How will we know we have succeeded?	Target	Lead
1.1	<ul style="list-style-type: none"> • Build positive employee relations across the council, working together to make a positive difference to improve customer focus and staff confidence <p><i>*CGIP 3.5</i></p>	<ul style="list-style-type: none"> • Capturing content of an “Employee Relations Framework”, including a review of scheduled meetings and Terms of Reference • “Forward Together” engagement programme to be launched November 2018. • Engagement champions from across the organisation will provide a rich insight into the planning and decision making process and improve channels of communication 		<ul style="list-style-type: none"> • A modern and fit for purpose council reduces the number or threat of industrial disputes • Staff survey results indicate staff feel involved in decisions which impact on them • The number of staff surveys returned increases year on year • Improved levels of staff confidence and performance is evidenced through the take up of training and through appraisal personal development plans 	Framework agreed Mar 2019	TK
1.2	<ul style="list-style-type: none"> • Review our Values and Behaviour Framework to reflect the culture we aspire to have 	<ul style="list-style-type: none"> • Staff survey undertaken to seek employees views • Workshop volunteers via engagement event to review and agree revised values and behaviours • Revised values and behaviours to be launched and embedded through a series of engagement activities 		<ul style="list-style-type: none"> • Staff survey will evidence commitment to agreed values and behaviours • Values and behaviours will be evident in all that we do 	Mar 2019	TK
1.3	<ul style="list-style-type: none"> • Agree and launch 4 year Workforce Strategy and Implementation Plan which will be monitored quarterly and reviewed annually in order to deliver dramatic and sustained changes to: <ul style="list-style-type: none"> - Recruitment - Retention and talent management - Assessment of skills and competency gaps - Appraisal and staff performance management processes - Apprenticeship and graduate development 	<ul style="list-style-type: none"> • Draft strategy and plan presented to ELT for consultation 11 September 2018 • Draft strategy and plan discussed with trade unions • Workforce Strategy presented to CMT September 2018 for sign off • Terms of Reference and membership for a Workforce Strategy Board to be revised to ensure implementation of the Strategy 		<ul style="list-style-type: none"> • Workforce Strategy Implemented and outcomes achieved • Workforce Strategy Board oversees implementation plan and drives consistent activity across directorates (one council) • Monthly monitoring of a new basket of internal “organisational health” workforce measures sees a dramatic and sustained change in the engagement, confidence and morale of employees • Staff survey indicates improved 	<p>Launch - Nov 2018</p> <p>Becomes cyclical – Apr 2019 onwards</p>	TK

	<ul style="list-style-type: none"> - Industrial relations processes and engagement *CGIP 3.5 • Publish document on Internet and Intranet pages and through induction for all staff 			results year on year		
1.4	<ul style="list-style-type: none"> • Overhaul how the council operates JNC recruitment as part of a revised operating model. *CGIP 4.11 	<ul style="list-style-type: none"> • Embedding and review of efficacy of new model • Introduce skills sweep and Right to Work checks as part of this model 		<ul style="list-style-type: none"> • New HR operating model is fully effective • Realistic and robust operating model in operation 	Mar 2019	TK
1.5	<ul style="list-style-type: none"> • Review job evaluation policy, process and methods in order to ensure clarity of use whilst ensuring jobs are consistently evaluated for fair and equitable pay for our employees across the organisation for the complexity of work undertaken. This review will consider organisational agility and future proof job roles in line with the Council Plan in the short, medium and longer term. This review should also seek to minimise risk to the organisation of equal pay claims. 	<ul style="list-style-type: none"> • Pilot job evaluation processes have been undertaken for NJC and JNC evaluations to streamline access to JE process, minimise time spent on completion of unnecessary paperwork, and to increase the engagement from the business, thus a better informed outcome. • Discussions with HRD regarding the scheme used for NJC Local Government (Green Book) Workers due to the system nearing expiration • Research of other authorities approach to JE • Consideration of job families and greater use of generics • Commenced discussions with TUs 		<ul style="list-style-type: none"> • Scheme and processes are fully understood, embraced and engaging for managers, staff and trade unions. • Analysts are able to partner the business in understanding their needs. • Fewer Equal Pay claims • Greater staff satisfaction that paid appropriately within our organisation through greater engagement and job description facilitates delivery of modern council services. • Fewer requests for market supplements - money saved • Retained workforce 	<p>Review undertaken Dec 2018</p> <p>Any changes implemented from Apr 2019</p> <p>All Job roles reviewed Mar 2021</p>	TK
1.6	<ul style="list-style-type: none"> • Revise current induction programme in order to successfully on-board new colleagues through the provision of engaging and inspiring induction activities from the point of appointment to establishment in role *CGIP 3.1 and 3.4 	<ul style="list-style-type: none"> • Research public and private sector examples. • Engagement exercise with previous starters and managers underway. Task and Finish group to produce costed options paper of new programme by end of Sept. • Recruitment team reviewing on-boarding process to engage new colleagues at the earliest opportunity • Delivery of a cost effective and 		<ul style="list-style-type: none"> • Robust, thorough and consistently applied staff induction process implemented which contains “one council” messaging. • Completion rates for induction modules will be at least 90% and all new colleagues attend corporate induction within 2 months of start • Number of applicant withdrawals or staff choosing to leave within 	<p>Review and new design completed Nov 2018</p> <p>System changes completed Dec 2019</p> <p>Revised programme</p>	TK

		<p>sustainable corporate induction programme for managers is being explored to reflect political, managerial and structural changes to the council.</p> <ul style="list-style-type: none"> • Delivery of a cost effective and sustainable corporate induction for employees is being explored which reflects role diversity in the council 		<p>the first 6 months of employment due is reduced</p> <ul style="list-style-type: none"> • Staff surveys indicate improved motivation and morale in employees • New appointees are “business ready” in terms of knowledge, skills and behaviours within recognised probationary period • Newly appointed managers have the confidence to quickly demonstrate timeliness, grip and informed decision making in line with Council Plan 	<p>embedded Jan 2019</p> <p>Improved modernised design and delivery explored Mar 2019 onwards</p>	
1.7	<ul style="list-style-type: none"> • Re-launch a simplified workforce planning tool to help services think about and plan their workforce requirements using the context and market information to decide which roles we will employ, develop, source as contingent labour or in collaboration with partners. 	<ul style="list-style-type: none"> • Workforce planning guidance currently on the intranet. To be revised and resource pack launched in line with priority outcomes 		<ul style="list-style-type: none"> • A modern and fit for purpose workforce. • Directorate workforce planning is integral to financial and business planning 	<p>Piloted Dec 2018</p> <p>Embedded April 2019 onwards</p>	TK
1.8	<ul style="list-style-type: none"> • Deliver a ‘fit for purpose’ Workforce Development Plan which responds to skills and capacity shortages and drives improved staff performance and adaptability. This will be scheduled annually, driven by business need and linked to the financial planning cycle. 	<ul style="list-style-type: none"> • Strategy Officers in place and aligned to all Directorates to work with business partners and managers to jointly identify solutions to workforce issues • Consultation exercise planned to determine essential development needs across organisation 		<ul style="list-style-type: none"> • A tailored corporate development plan meets the needs of the business, is affordable and delivers sustained improvements in performance and behaviours • Capacity is sustained through succession planning 	<p>Plan enacted from April 2019 onwards</p>	TK
1.9	<ul style="list-style-type: none"> • Create service specific career frameworks linked to directorate/service workforce plans which identify hard to fill posts and talented individuals; and develop a transparent process for career development 	<ul style="list-style-type: none"> • Strategy Officers and BP’s to work with the business to undertake “heat mapping” of critical workforce issues/ critical areas requiring intervention and/or support; targets for succession planning 		<ul style="list-style-type: none"> • Improved organisational capacity, a reduction in skills shortages and improved opportunities for career development • Staff surveys show staff feel they have a clear career framework 	<p>Ongoing</p>	TK
1.10	<ul style="list-style-type: none"> • Review process and practice, supported by our ICT & Digital Strategy and 	<ul style="list-style-type: none"> • System and workforce redesign projects are driven by the Workforce Strategy. 		<ul style="list-style-type: none"> • The council has a reputation amongst its peers and with its 	<p>Microsoft projects</p>	DN/P

	transformation teams to generate efficiencies and deliver lean services	<ul style="list-style-type: none"> • Enabled New Ways of Working group drives plans to engage and embed new technology • Working with Microsoft to explore barriers to embracing new ICT products and successful IT skills growth 		partners as an innovative workplace with a positive culture.	commences Oct 2018	B
1.11	<ul style="list-style-type: none"> • Develop the BCC Apprentice Programme to support recruitment into the organisation • Optimise the Apprenticeship levy to support succession planning and retention of employees through the use of apprenticeship frameworks and standards • Work with “trailblazer” groups to ensure standards reflect our business needs 	<ul style="list-style-type: none"> • Organisational Development team working with managers, schools and training providers within requirements of levy. • Additional support from LGA secured to explore options • Revised contracting and procurement process enables appointment of providers • Apprentice Pay Policy paper to be presented to CMT and discussed with members/trade unions 		<ul style="list-style-type: none"> • We will work collaboratively with partners and training providers to meet or exceed the government’s apprenticeship requirements for employers • Capacity is sustained through succession planning • Apprenticeship Programme recognised as “best in class” and valued by managers 	Apprenticeship Programme April 2019 Explore trailblazers from April 2019 onwards	TK
1.12	<ul style="list-style-type: none"> • Take more control over designing, choosing and supporting wider pathways to employment and providing opportunities for our diverse workforce and community. • Regular forecasting and use of management and equality workforce dashboards to track gaps, trends and assess impact of actions. • Assess our provision of employment and skills under the Equality Assessment Framework and agree appropriate actions to address gaps. 	<ul style="list-style-type: none"> • Define and map our current workforce profile and local demographics to determine areas for improved positive action. (e.g. increase number of apprentices, develop career pathways) • Community Cohesion Strategy • Council Wide Equality sub groups meets fortnightly to drive equality agenda 		<ul style="list-style-type: none"> • The council confidently participates in and achieves self and external assessment and accreditation (LGA Equality Assessment Framework, Timewise, Disability Confident, Diversity by Design) to encourage employee participation and benchmark progress. • Workforce is more representative of our communities demographic profile 	Ongoing	FB
1.13	<ul style="list-style-type: none"> • Work with colleagues/partners to provide appropriate opportunities to boost the skills of the workforce through the use of work experience, apprenticeships and graduate schemes that benefit employers and individuals and help improve economic productivity. 	<ul style="list-style-type: none"> • Launch a new Apprenticeship Programme • Review and provide online guidance to encourage valued work placements, interns and graduates • Work with colleagues to support NEET, Care leavers, learning disability 		<ul style="list-style-type: none"> • The council is recognised as an employer with the highest quality apprenticeship and graduate trainee programme. • Apprenticeship targets achieved • Our duty of care is evidenced through proactive and engaging 	April 2020	TK

		employment initiatives		employment initiatives. • Number of young people NEETS in the city decrease		
1.14	<ul style="list-style-type: none"> Review our recruitment processes to ensure we are attracting the best people across the community and recruiting for the right behaviour and value mind-set. Market in positive and proactive ways, the branding of the council as an employer and a city business 	<ul style="list-style-type: none"> Explore options for phase 2 of Talent Link to simplify the advertising process. Expand and explore opportunities through other internet platforms (LinkedIn and Google) in order to maximise coverage and reputation 		<ul style="list-style-type: none"> Increased number of applicants Reduced time taken from decision to advertise to appointment Number of applications increase as a result of searches on internet platforms 	April 2020	CW

PRIORITY TWO – PERFORMANCE AND DEVELOPMENT

Ref	What are we going to do?	What have we done so far or progressing?	RAG	How will we know we have succeeded?	Target	Lead
2.1	<ul style="list-style-type: none"> Undertake a strategic review of the current appraisal system assessing “best in class” public and private examples *CGIP 4.4 	<ul style="list-style-type: none"> Research and engagement with sample of new starters underway Explore options within existing Rewards Platform Working group to produce costed options paper CMT to approve new appraisal system Implementation plan - intranet guidance, templates 		<ul style="list-style-type: none"> Reviewed performance appraisal in place, embedded, used purposefully and delivering improved performance year on year. 	Review Oct 2018 Launch Mar 2019	TK
2.2	<ul style="list-style-type: none"> Deliver a development programme to enhance skills and confidence in contract negotiation and a strategic commissioning approach. Also advanced skills in negotiation and influencing the shape of the labour market *CGIP 4.13 	<ul style="list-style-type: none"> Undertake a skills analysis and agree an affordable and sustainable development programme which drives continual efficiency and improvement in strategic commissioning Incorporate integrated workforce planning, collaboration and market development into the workforce planning tool 		<ul style="list-style-type: none"> Improved savings accrued from contracting and strategic commissioning processes. Capacity builds in the wider economy Improved council performance in relation to “social value” and spend Integrated workforce planning shapes the future market 	April 2019 onwards	TK
2.3	<ul style="list-style-type: none"> Regular engagement with communities will include face to face and online communication about our progress 	<ul style="list-style-type: none"> Council Plan outlines commitment to genuine community engagement Customer Care expectations are relayed 		<ul style="list-style-type: none"> Engaging meaningfully and genuinely with communities across the whole of the city will become 	April 2019 onwards	JT/TK

	<p>against the corporate plan to reach citizens in all areas of the city.</p> <ul style="list-style-type: none"> • Development programmes focus on excellent customer care, including skills and confidence in the effective engagement and communication with a diverse community <p><i>*CGIP 7.1</i></p>	<p>to all staff through induction and mandatory e-learning</p> <ul style="list-style-type: none"> • Development programme explores delivery of Restorative Practice, Motivational Interviewing • Chamberlain Awards encourages and recognises genuine community engagement 		<p>part of our everyday practice</p> <ul style="list-style-type: none"> • Improved residents survey measures. • Improved service user feedback reduced complaints and positive inspections from regulatory bodies 		
2.4	<ul style="list-style-type: none"> • Ensure that systems and processes facilitate the extraction of valid, reliable and robust data to evaluate schemes and ensure investment is meeting organisational needs <p><i>*CGIP 3.5</i></p>	<ul style="list-style-type: none"> • Workforce intelligence is centrally sourced and consistently reported in line with business planning cycle 		<ul style="list-style-type: none"> • Decisions are based on accurate and timely workforce intelligence and evaluations undertaken as to the return on investment 	April 2019	CW
2.5	<ul style="list-style-type: none"> • Review our performance processes, systems and technology to ensure they are fit for purpose for a smaller more agile and adaptable workforce. 	<ul style="list-style-type: none"> • ICT and Digital Strategy • Replacing outdated systems • Deliver greater flexibility with new technology • Create the technical foundation for improved digital public services • Customer experience roll out of Office 365 		<ul style="list-style-type: none"> • The workforce adopts a digital mind-set working collaboratively with an attitude to “explore the art of the possible” through innovation and creativity, working together in multi-disciplinary teams co-designing new public services. • Traditional “off line” roles engage, contribute and operate effectively through technology 	Ongoing	PB/ WG
2.6	<ul style="list-style-type: none"> • Review the current Learning Management System leads to improved facilitation, promotion, delivery and evaluation of learning opportunities for all staff 	<ul style="list-style-type: none"> • Review and procurement of LMS • Effective booking and notification system • Developing an evaluation strategy which demonstrates competency and positive change in practice and behaviour 		<ul style="list-style-type: none"> • An effective process and system ensure staff, through a variety of ways, are able to access high calibre learning and guidance • Number of training places offered and attended is centrally monitored and reported • Development opportunities demonstrate a change in practice and behaviours • Skills analysis of the workforce informs talent management • Staff survey results show that staff 	Review and options explored April 2019	TK

				feel valued through the ability to develop and learn		
2.7	<ul style="list-style-type: none"> Align the council's learning and development offer against statutory requirements and emerging development priorities which continually "stretch" the skills of the workforce to be high performing 21st Century Public Servants. 	<ul style="list-style-type: none"> Review the alignment of the training provision and resource across the council to reduce duplication and establish a corporate overview of skills and emerging need 		<ul style="list-style-type: none"> Staff will be confident and capable to deliver a safe and compliant public service whilst improving organisational capability and show sustained appetite for development. 	Ongoing	TK

PRIORITY THREE – LEADERSHIP AND MANAGEMENT

Ref	What we are going to do?	What have we done so far or progressing?	RAG	How will we know we have succeeded?	Target	Lead
3.1	<ul style="list-style-type: none"> Develop and deliver a programme to enable ELT to have a good knowledge and understanding of Council constitution, standing orders and financial regulations and a commitment to the council's corporate agenda. <i>*CGIP 3.1</i> 	<ul style="list-style-type: none"> Senior officer development programme includes dedicated ELT development sessions on good governance and new structured approach to strategic ELT topics with emphasis on peer learning and exchange Use of Appreciative Inquiry to highlight and share positive practice to explore collaborative solutions 		<ul style="list-style-type: none"> Revised induction and development programme attended External audit letter to highlight no material concerns re paucity of officer advice on good governance issues 	Ongoing	CMT
3.2	<ul style="list-style-type: none"> Member induction and development programme offer to provide a depth of understanding of governance rules and standards, including financial regulations <i>*CGIP 1.5</i> 	<ul style="list-style-type: none"> On-going LGA professional body and peer working required to challenge and assure the BCC governance arrangements 		<ul style="list-style-type: none"> Rolling programme of induction and briefings Structured LGA partnering programme in place for all key political post holders 	Ongoing	KC
3.3	<ul style="list-style-type: none"> Enhance effective joint working between members and officers through a member and senior officer programme of governance, information sharing and peer support and peer exchange 	<ul style="list-style-type: none"> Deliver a member induction and development programme Establish systems and network for shared learning, communication and peer support and exchange 		<ul style="list-style-type: none"> Effective joint working between members and officers delivers priorities 	Member Induction May 2018 Joint system in place Dec 2018	TK

3.4	<ul style="list-style-type: none"> Review the current financial standards and develop the skills to “balance the books” through strategic planning, enhanced business acumen and clear understanding of the impact of financial decision making. <i>*CGIP 4.10</i> 	<ul style="list-style-type: none"> Financial standards revised Additional coaching and mentoring to be provided 		<ul style="list-style-type: none"> Service managers will operate at a higher level of financial management meeting budgets and prioritising and reprioritising. 	Ongoing	CH/ TK
3.5	<ul style="list-style-type: none"> Deliver a new leadership and management development programme, which enables existing and aspiring managers to manage people in an effective and inclusive way which recognises potential and develops autonomy, adaptability and high performance “Best in class” examples will provide a template for role definition and development A member and management development programme focuses on tackling avoiding making difficult decisions and challenging conversations. <i>*CGIP 2.2</i> <i>*CGIP 2.4</i> 	<ul style="list-style-type: none"> Review outcomes of the Adult Social Care pilot culture change programme Review the current management development offer Seek approval for a Management Competency and Behaviour Framework Review existing BRUM leader programme against framework Deliver a programme of blended learning which improves confidence and capability in people and performance management HR policies and procedures are clear, accessible and understood Identified the age profile of the current leadership team is concerning with regards to longevity and sustained skills and experience over the next 5-10 years. Look to develop Future Leaders 		<ul style="list-style-type: none"> Management Competency and Behaviour Framework provides a template for role definition and development Staff Survey results show that staff feel engaged, developed and valued by their manager. Council will not operate on a blame culture basis and managers and officers will instead be confident owning problems, challenges and poor performance The age profile of the senior management team has longevity Strong culture of performance management embedded across the organisation where good performance is recognised and celebrated and poor performance is dealt with effectively. Councillors and officers will be confident in making difficult decisions and having challenging conversations 	<p>Review current Management Programme – Dec 2018</p> <p>Design and commence delivery of new programme Jan 2019</p> <p>Adhoc Management training Jan 2019 onwards</p> <p>Aspiring Managers programme Sept 2019</p> <p>Future Leaders programme Sept 2019</p>	TK
3.6	<ul style="list-style-type: none"> Effective communication and engagement plan will support cross-directorate working and cement team-working 	<ul style="list-style-type: none"> Effective communication and engagement plan CMT to develop an overarching approach Workforce Development activity will bring together staff into one room to 		<ul style="list-style-type: none"> Directorates will no longer work in silos and activity across directorates will complement rather than duplicate 	Dec 2018	SA

		share practice and learning • “Forward Together” will bring champions from across the workforce to create a “rounded” resource to support engagement and communication				
3.7	• Focus our 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 creating a resilient workforce which consistently uses reflective practice	• Review the current management development offer to ensure future programmes include, reflection, resilience, collaboration and business acumen • Coaching and mentoring promotes peer support and skills aligned to 21 st Century Public Servant • Reflective Practice used as a model of learning		• Managers are clear of their role definition and opportunities for development through the Competency and Behaviour Framework • Staff survey results show staff feel change is managed effectively and feel involved in decisions which impact on them • BCC is recognised as a reputable business which others are keen to invest in and do business with	Competency Framework in place Mar 2019	TK
3.8	• Introduce Reverse Mentoring as a learning tool	• Explore options linked to the development of a future leaders programme		• Managers reflect and learn from our future leaders • Future Leaders are supported to develop their skills and experience	March 2021	TK

PRIORITY FOUR – ENGAGEMENT, REWARD AND WELLBEING

Ref	What we are going to do?	What have we done so far?	RAG	How will we know we have succeeded?	Target	Lead
4.1	• Introduce a more personal touch to staff recognition and awards , looking at ways to achieve more flexibility with rewards where circumstances are appropriate to do so. *CGIP 2.7	• Chamberlain Awards • Award platform to include ability to send an online “thank you” • Regular dedicated sessions at ELT focus on organisational health • Weekly bulletin to all staff		• Reward and recognition activities will be embedded as part of organisational life • Staff report as part of the staff survey increased visibility of senior management	Revised Annual Ceremony - Dec 2018 Determine alternative models – March	TK

					2019 New programme in place – Dec 2019	
4.2	<ul style="list-style-type: none"> • Deliver a programme of regular staff feedback (pulse surveys) to measure staff understanding and engagement in the corporate offer *CGIP 3.2 	<ul style="list-style-type: none"> • Draft Communications Strategy • Workforce Strategy • “Forward Together” staff engagement plan 		<ul style="list-style-type: none"> • Improved staff survey response rate and steady increase in staff morale and engagement measures. 	Dec 2018 onwards	SA
4.3	<ul style="list-style-type: none"> • Regular communication and engagement initiatives actively promote and role model 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. 	<ul style="list-style-type: none"> • Develop an Engagement Strategy “Forward Together” (engagement champions, reality check groups, vehicle to engage off line staff) • Revision of the current values and behaviours • Use Appreciative Inquiry as a methodology of involving and engaging staff in highlighting positive practice and to develop collaborative solutions • Promote the Equality and Inclusion Strategy to encourage diversity forum members to become engagement champions • Encourage trade union representatives to become engagement champions 		<ul style="list-style-type: none"> • We will be perceived by staff to be an equal opportunities employer and proud to say they work for the council. • Staff survey results indicate that staff are aware of and live by the council values. • Staff survey results indicate that staff feel safe to fully participate in organisational life without fear or favour, and trust that they will receive support if they ask for it. 	<p>Staff engagement event Nov 2018</p> <p>Engagement Champions established – Mar 2019</p>	TK
4.4	<ul style="list-style-type: none"> • Deliver an equality development framework which develops organisational awareness of bias in order to design negative bias out of all decisions related to talent from recruitment and selection, to appraisal and development 	<ul style="list-style-type: none"> • Workforce Development Plan 18-19 identifies and reports on mandatory training • Revision of the values and behaviours change in practice evaluated • Intranet page provides guidance and resources on the equality and diversity agenda 		<ul style="list-style-type: none"> • 100% appointing managers have undertaken Unconscious Bias training • 100% of staff have undertaken Equality and Diversity awareness • Staff survey results show the majority of staff feel valued and able to challenge unacceptable behaviour • Equality Assessment Framework 	<p>Equalities E/Learning overview rolled out to all staff Dec 2018</p> <p>Unconscious Bias training for all managers commences Jan</p>	TK

				recognises BCC organisational commitment, leadership and skilled and commitment workforce is good	2019 Specific/ detailed equality modules including face to face designed and delivery commences April 2019	
4.5	<ul style="list-style-type: none"> • Increase awareness of the expected behaviours of a digital workforce, promoting the “one council” message 	<ul style="list-style-type: none"> • ICT and Digital Strategy • Review current values and behaviours • Introduce a programme of Digital literacy standards • Carry out a workforce audit against Digital Literacy standards • Agree programme of learning and mentoring to support digital workforce • Exploring use of Digital Eagles Programme 		<ul style="list-style-type: none"> • A modern and fit for purpose workforce 	Microsoft project results used to inform training plan going forward Jan 2019	PB/ TK
4.6	<ul style="list-style-type: none"> • Provide timely information and guidance to enable managers to proactively review reasons for sickness absence and target interventions if areas of concern identified 	<ul style="list-style-type: none"> • HR Dashboard’s provide management information. <i>Check usage before moving to BAU</i> • Management Development Programme to include managing sickness and Mental Health Awareness 		<ul style="list-style-type: none"> • Sickness absence is consistently recorded by managers and sickness absence is less than 9 days per FTE per year • Mental Wellbeing is reported as improving 	<p>Managing absence policy reviewed Dec 2018</p> <p>Face to face training rolled out to managers from Jan 2019 onwards</p> <p>Monitoring and review of policy and guidance undertaken Apr-Aug 2019</p> <p>Workforce</p>	CW

					Development Plan informed by review Sept 2019	
4.7	<ul style="list-style-type: none"> Support development and network opportunities so staff relay to others positive stories about our council as a supportive employer that encourages confidence, diversity and wellbeing across our workforce. 	<ul style="list-style-type: none"> Workforce Development Plan 18-19, 19-20 includes delivery of programmes to recognise and support anxiety/stress and depression Wellbeing initiatives are made available to all staff The timetable of wellbeing initiatives is driven by staff engagement Specialist interest groups and trade unions are invited to become engagement champions External assessment and Awards 		<ul style="list-style-type: none"> Staff survey results and contact with wellbeing initiatives show that the majority of staff are ambassadors for working at BCC Sickness absence due to anxiety/stress and depression is reduced External assessment, peer reviews and awards positively endorse the council as an excellent employer 	<p>Staff engagement event used to promote support on offer to staff Nov 2018</p> <p>Awareness campaign undertaken Mar 2019</p> <p>Training for managers commences March 2019</p>	TK
4.8	<ul style="list-style-type: none"> Explore the use of Action Groups to enable staff to develop solutions to problems raised by the leadership 	<ul style="list-style-type: none"> Discussing potential and researching examples of this in practice 		<ul style="list-style-type: none"> Staff feel empowered to find solutions to a range of problems posed by the Leadership Team 	<p>Explore potential- Dec 2018</p> <p>Pilot model – March 2019</p>	CMT
4.9	<ul style="list-style-type: none"> Systematically review HR metrics relating to the diversity profile of employees included in employee relations and performance management procedures. 	<ul style="list-style-type: none"> Equality and Inclusion Strategy data monitoring informs Workforce Strategy HR Dashboard's provide management and diversity information. 		<ul style="list-style-type: none"> Be perceived by staff to be an equal opportunities employer and proud to say they work for the council. 	<p>Ongoing</p> <p>Utilised in relevant learning activities from Dec 2018 onwards</p>	CW
4.10	<ul style="list-style-type: none"> Ensure up to date HR information is 	<ul style="list-style-type: none"> HR web pages reviewed and 		<ul style="list-style-type: none"> Managers and staff have access to 	Published with Workforce	CW

	available to staff, using a variety of channels including the intranet and web pages	reformatted; content refreshed • HR dashboard used to inform decision making		HR advice and information	Strategy Nov 2018 Utilised in learning activities from Dec 2018 onwards	
4.11	• Establish framework for Employee Wellbeing: Development of a council wide Employee Well Being Strategy and programme of activities and interventions to support this	• Wellbeing lead in place • Programme of activities and support to be reviewed in line with Workforce Strategy and Engagement Plans		• Staff feel that the council values employee wellbeing.	Mar 2019	DH
4.12	• Undertake a promotional campaign to ensure staff know of and are able to access the benefits and well-being support available to them.	• Revision of the intranet and corporate induction promotes the support available • Review the current reward platform		• Staff feel that the council values employee wellbeing. • Staff take responsibility for their own health and wellbeing using support available through the council and our partners • Reduction in level of staff turnover	Mar 2019	TK
4.13	• Develop and promote employer “branding” to reflect staff view of and pride in the workplace	• Brand development plan to be agreed and implemented as part of the wider Communication Strategy • Web pages to be reviewed		• The council is recognised as a great place to work where employees have pride in their work, the council and the city	Mar 2019	SA
4.14	• Review relevant policies to actively support participation as a volunteer in the Commonwealth Games of as many employees as possible	• Developing understanding of requirements of the games		• Staff will want to participate and will be supported to directly and indirectly	Mar 2020	CW
4.15	• Consider the development of BCC Games before, during and as a legacy of the Commonwealth Games	• Developing understanding of requirements of the games		• Increased physical activity, health and wellbeing of staff	Mar 2022	CMT

Next Steps

This Workforce Strategy sets out aspirations and a vision for our workforce and has highlighted the wide range of activity already underway and where we have made a commitment to do more. Performance will be monitored monthly through the Workforce Strategy Board and development plans reviewed annually to ensure it meets business need and continues to create and sustain an engaged and high performing workforce.

The importance of effective communication is essential to the success of the Workforce Strategy. We shall achieve this through a variety of media and consultations to reach all of our managers, staff and stakeholders. This will be a regular, open, and two-way process with close partnership working, sharing good practice and supporting innovation.

An event will be held early November to celebrate the achievements of the previous year in recognition of Chamberlain Award nominations and also provide a market place to showcase the various initiatives we invite staff to be a part of and drive forward this implementation plan. These include:

- Early adopters and forward agents for Office 365 where Microsoft will explain benefits of the software available to us and how, through engagement, we plan to embed
- Apprenticeship – for managers looking to recruit an apprentice or staff looking to undertake an apprenticeship qualification we will launch our new Programme and the advice and guidance and opportunities available.
- Workforce Development – we will share the draft programme 18-19 and 19-20 so that colleagues are aware of how to book and what's on offer and when.
- Forward Together – we will be discussing the engagement plan and be asking to people to sign up to become an engagement champion.
- Communication – we will be asking staff how they would like to be communicated with, in what way, how can we reach offline staff?
- Induction – the staff survey indicated we needed to have a consistent approach to induction so we have been working with staff to revise the current induction programme and come up with a proposal – the event will provide staff with the opportunity to have their say on that proposal.
- Appraisal – the staff survey indicated that we needed to improve our appraisal process so we have been working with staff to look at other examples and come up with a proposal – the event will provide staff with the opportunity to have their say on that proposal.