Organisational Improvement Plan

Equipping our people to be their best

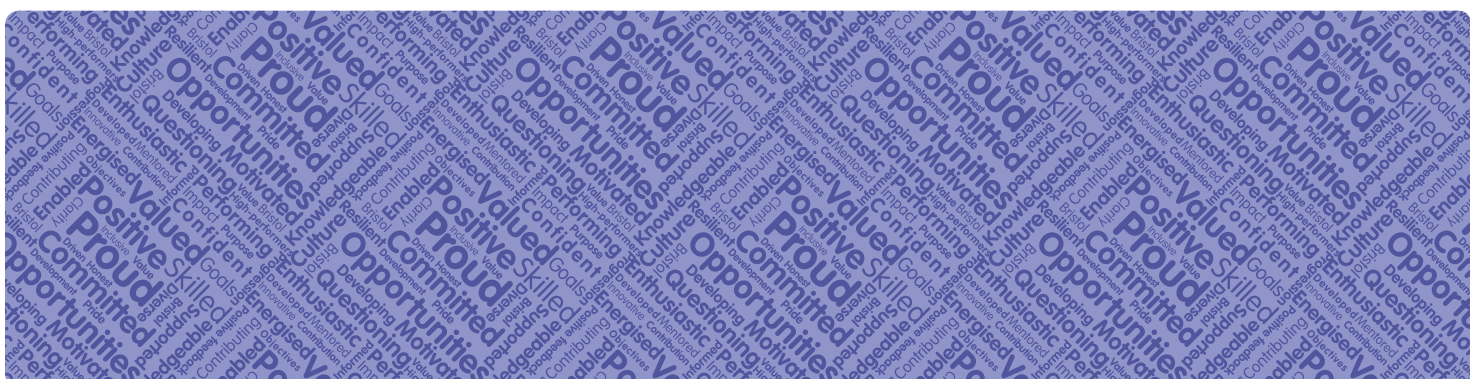## 2018–2023

DRAFT
Version 9: 31/10/18

BRISTOL CITY COUNCIL

Enthusiastic Performing Progression

Developed Mentored Informed Impact Purpose

Innovative Contribution Confident

Energised Valued Goals

Positive Objectives Skilled

Positive feedback Contributing Enabled Clarity Inclusive Value Diverse Bristol Supported Knowledgeable

Proud

Driven Honest

Resilient Bristol Committed Development Pride

Opportunities

Culture Bristol Developing Motivated Knowledge

Questioning Value Bristol High-performers

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Organisational Improvement Plan

Foreword

Through our Corporate Strategy 2018–2023 we outline what we need to do to build a better Bristol that includes everyone in the city's success. This vision will only be made possible by the professionalism and dedication of our employees. It will be through all of us working together as colleagues that we achieve our objectives and deliver high quality services for the citizens of Bristol.

We have set a challenging and ambitious pace to become a council that people are proud to work for. In the face of ongoing change and financial challenges, we have made significant progress on this journey in the last year – but we have more to do.

We have listened to colleague's views and opinions through a range of forums such as our employee survey, values workshops and focus groups, and this has given a valuable insight into what truly matters to us. This feedback has been used to shape many of the actions outlined within this plan.

So what will we do? Our priority is to create the conditions for everyone to perform at their best. We will improve processes and policies, invest in health and wellbeing, and continue the development of our teams and individuals.
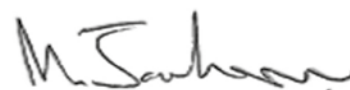
Our commitment therefore is;

- We will always set a **clear direction and priorities** for our work, so we all know our personal contribution to the corporate priorities.

- We will **empower and equip** you to help build your confidence and skills to perform at your best, whilst nurturing talent and helping to develop careers.

- We are committed to having **honest and open dialogue** – about the challenges we face but also ensuring we take the time to recognise and celebrate our successes.

- We will be **driven by our values**, as how we go about our work is just as important as what we actually do. Our five values of ownership, respect, curious, collaborative and dedicated will underpin our day to day behaviour.

With this commitment, and the actions within this plan, we will build the high performing organisation that the city of Bristol deserves and that we can all be truly proud of.

Marvin Rees
Mayor of Bristol

Mike Jackson
Executive Director: Resources and Head of Paid Service

1 Strategic context – where does the Organisational Improvement Plan fit in?

Our Corporate Strategy describes our vision and key priorities which support the wider One City Plan. This strategy together with our Medium Term Financial Plan (MTFP) plus the annual business plan, clearly highlights what we need to do, alongside the budget we need to work within, to achieve our goals to the highest standards possible.

Our people play a vital part in this and so our Organisational Improvement Plan provides the framework for our transformation journey moving us closer to our vision to create an inclusive, high-performing, healthy and motivated work place and become an employer of choice

A values driven organisation

Just as important as what we do, is how we do it. Our values and the behaviours they support underpin our organisational culture. Developed by our own colleagues these five values clearly set out the expectations on how we work with each other to achieve our vision and the priorities in Corporate Strategy.

We are Dedicated

We strive to make a difference

- We are clear about what we are here to do
- We are enabling and work with citizens, partners and stakeholders to make things happen for Bristol
- We are committed to wellbeing and create a workplace that everyone can enjoy

We show Respect

We treat each other fairly

- We are caring and gracious
- We treat each other with dignity and stand against discrimination, bullying and harassment
- We include each other and value difference

We take Ownership

We accept personal accountability

- We are trustworthy and take responsibility for how we act
- We persevere and ask for help if we need it
- We are given opportunities to lead and help others do the same

Our Values & Behaviours

We are Curious

We ask questions and explore possibilities

- We believe that there are always opportunities to do things better
- We are bold and not afraid to try new things
- We take time to ask questions and learn from what we have done

We are Collaborative

We come together to reach shared goals

- We take personal and collective responsibility for finding the answers
- We ask for other perspectives and respect different opinions
- We make connections and take opportunities to work together

2 Our organisation's development journey

Over recent years we, like many other local authorities, have faced increasing financial pressure. To date we have needed to find ways to save £203m and we have a target to save a further £108m by March 2023. This has been driven by changes in national funding, inflation and increases in the size and age of Bristol's population.

As an employer our annual staffing bill is £220m (excluding schools) around 30% of our total expenditure, so inevitably some of our savings have been – and will need to continue to be – linked to the workforce. However, in spite of this ongoing challenge we have still made progress, and remain committed to, our organisational transformation.

A clear strategic direction

A new Corporate Strategy 2018–2023 sets out our overall corporate direction, including vision and values. It is underpinned by a detailed annual Business Plan and organisational performance framework which sets clear expectations and informs this plan.

A flatter, less costly senior structure

We have restructured our top tiers of management to create a flatter, smaller structure with redesigned roles. A national recruitment campaign has been undertaken for vacant roles and we anticipate a full senior management structure will be in place by January 2019.

Refreshed values and behaviours

Our values and behaviours were co-created with colleagues, to ensure it resonated and had meaning for those it relates to. A programme to introduce the values, including face-to-face sessions with all colleagues is underway and to help embed them they are now included within of our annual individual performance review process.

Expectations of leadership – a new framework

Leaders play a pivotal role in engaging and supporting employees. Our new framework sets out the qualities and behaviours expected of our managers, giving existing managers a clear benchmark against which to assess performance and development needs. It also provides aspiring managers a clear understanding of what qualities are required as they seek to develop their careers at the council.

Responding to the feedback from the staff survey

To help our understanding of the employee experience we have undertaken an employee survey and we have plans to repeat this in 2019. The feedback from the survey has driven additional investment in learning and organisational development to help develop our culture, empower colleagues and ultimately drive improved organisational performance. In addition to the

survey focus groups with colleagues helped us develop and fine tune some of these initiatives; a leadership development programme for our team leaders, as well as our diversity and inclusion programme.

Flexible work places

We have consolidated a number of our work spaces into two core offices to bring together front and back office services. In addition we have created dynamic work spaces, devices and remote access to the network to enable colleagues to work in a more flexible way. We have also begun an authority wide digital transformation programme which will help to further enhance the technology that enables us to work more efficiently.

Learning and development support

Our learning and development programme is designed to give colleagues the opportunity to develop their skills, knowledge and behaviours. Workforce development planning helps teams identify their specialist learning needs and seeks ways to provide appropriate development solutions for them. This work gives colleagues the chance to develop their careers through both personal and professional development. All of which can help us deliver our organisational priorities.

Internal communications and engagement

Over the last year our corporate narrative has been dominated with messages about our challenges and financial pressures. Whilst these have been difficult, but essential messages to help employees understand the environment in which we were operating, our refreshed internal communication and engagement approach is much more forward looking. Our focus now is to reinforce a consistent vision, helping colleagues understand the council's direction and priorities and their role in it. We are committed to be being open and honest about the challenges we face together, improving the management cascade to create a more communication focussed culture and ensuring we create space for open dialogue and recognition and celebration of success.

Re-designed services

Many council services have been redesigned in line with anticipated corporate and local business needs, supply and demand. These changes seek to ensure we offer services that are both fit for purpose but also in-line with the financial constraints we are working under.

This Organisational Improvement Plan has been developed against this backdrop of steady progress and seeks to provide ways to continue our organisational development journey. It focuses on our overall approach to overcoming our challenges and clearly sets out how we are enabling and empowering our leaders to drive performance and manage change in their services, with clear expectations on the delivery of our priorities. As ever we will need to work within the confines of our budget expectations but through taking ownership, dedication and having a creative approach we will deliver the organisation's priorities and move us even closer to our vision.

3 Our current workforce profile

Although the council's workforce has reduced over recent years, we are still one of the largest employers in the city. We currently have 6198* employees or 5094 full time equivalent (FTE).
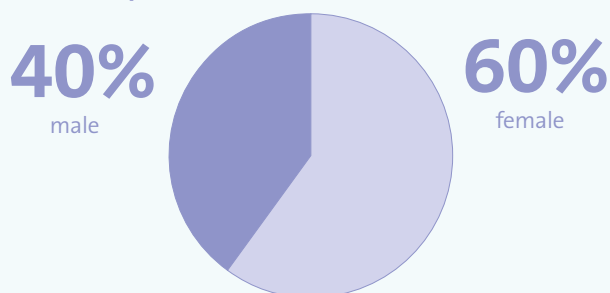
- **96%** of our employees are hired directly, 4% are agency workers.
- Our annual pay bill is **£220m** *(excluding schools)*.
- We have a turnover rate of **14.6%** *(number of leavers replaced by new starters)*.
- The average length of service is **11 years** with 30% of staff serving between 10 and 20 years.
- The diversity of our workforce is improving, although the profile varies across departments and pay grades.
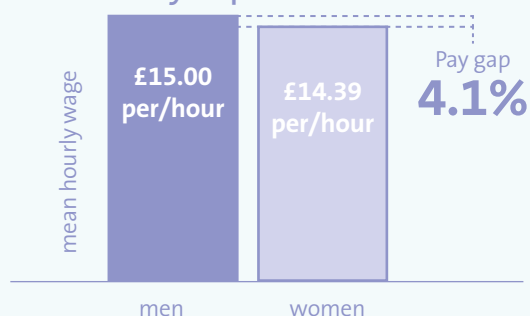
Our current profile is:

Gender:

The gender profile has remained stable over the last five years. However women are over-represented at low grades (<£20k) and higher grades (£50k+), but under-represented in middle management / professional roles.
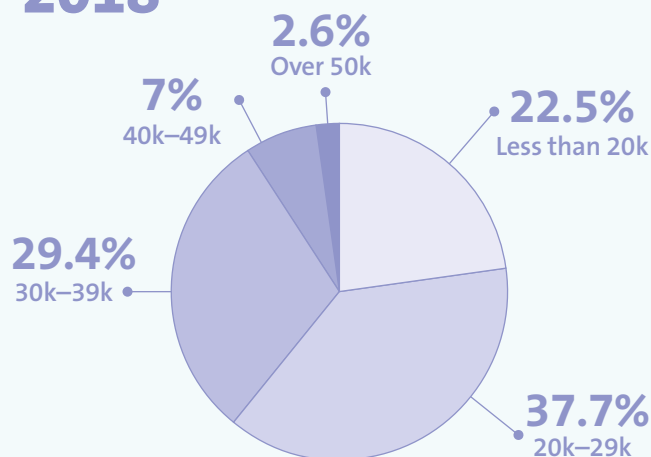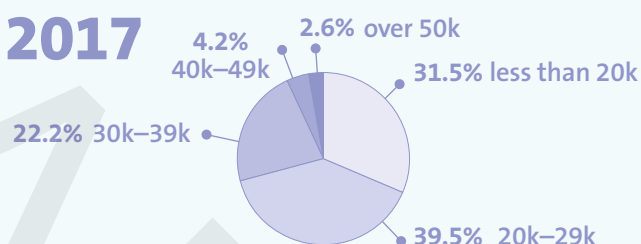
Proportion of female/male staff

40% male   **60%** female

Gender Pay Gap – March 2018

mean hourly wage

£15.00 per/hour (men)   **£14.39 per/hour** (women)   Pay gap **4.1%**

men   women

Salary bands:

2018

- 2.6% Over 50k
- 7% 40k–49k
- 22.5% Less than 20k
- 29.4% 30k–39k
- 37.7% 20k–29k

2017

- 4.2% 40k–49k
- 2.6% over 50k
- 31.5% less than 20k
- 22.2% 30k–39k
- 39.5% 20k–29k

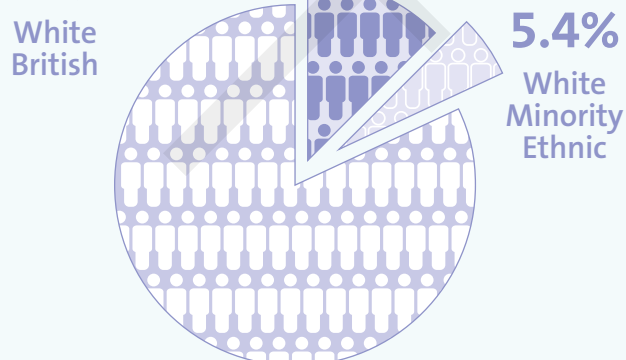### Ethnicity:

- **82%** White British
- **12.2%** BAME
- **5.4%** White Minority Ethnic

Compared with other public sector organisations in the city, we have the fourth highest proportion of BAME employees. We are 3% above the Bristol TTWA and 0.5% below the Bristol LA BAME employee benchmarks.

BAME:		White Minority Ethnic:	
Bristol City Council:	12.2%	Bristol City Council:	5.4%
Bristol LA:	13%	Bristol LA:	8%
Bristol TTWA:	9%	Bristol TTWA:	6%
City:	15%	City:	6%

* Data based on workforce as at 31 March 2018. Where possible we also compare the data against:

- (Bristol LA) Bristol Local Authority economically active population from the ONS Census 2011.
- (Bristol TTWA) Bristol Travel to Work Area from the ONS Annual Population Survey Oct 16 – Sep 17.
- City population based on Census 2011 – Working Age Population

Disability:

7.86% of our staff identify as having a disability, an increase from 6.71% in the previous year. The Bristol LA and TTWA benchmark is 7% and city population 12.4% .
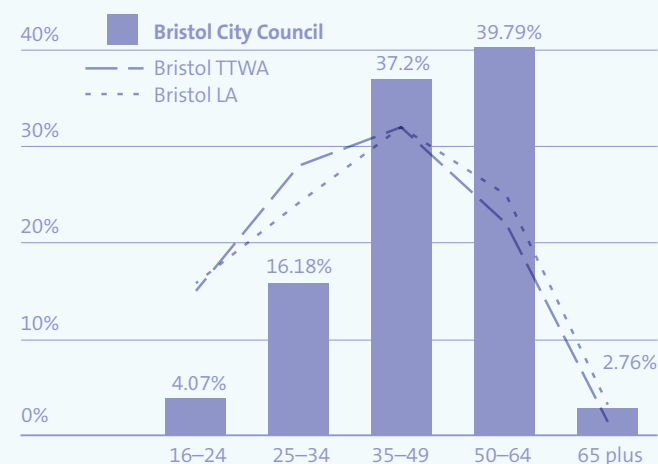
Sexual orientation :

5.16% of staff identify themselves as LGBT+, this has increased from 4.6% in the previous year.

Age:

We have low numbers of young employees, 4% of the workforce are aged 16–24 compared with 16% in Bristol LA and 15% TTWA benchmarks. We have a high number of employees aged 50–64, compared to the economically active population.

Workforce age profile as at 31 March 2018

Bristol City Council
— Bristol TTWA
···· Bristol LA

Age band	Percentage
16–24	4.07%
25–34	16.18%
35–49	37.2%
50–64	39.79%
65 plus	2.76%

Trends

	2014	2015	2016	2017	2018		
Total staff	7,176	6,899	6,970	6,305	6,198	⬇	Staff numbers are decreasing
Average age	45.13	45.04	44.71	44.59	44.99	⬆	Age profile is increasing slightly
Disabled	6.15%	6.58%	6.66%	6.68%	7.86%	⬆	Proportion of disabled staff is increasing
BAME	9.18%	9.91%	10.34%	12.24%	12.24%	⬆	BAME numbers have increased over time
Female	61.33%	60.43%	60.28%	60.44%	60.41%	⬅	Gender balance remains the same

Understanding our employee profile helps us identify areas where we need to focus our efforts in our workforce planning. This data gives us the collective corporate picture, but of course will vary from team to team. The focus for our recruitment and retention strategy is on attracting more young people into a career in local government, alongside nurturing talent and supporting career progression. Our high proportion of colleagues aged 50–65 means we will need to focus on succession planning and recruiting to specific professions where they may be a shortage in the market.

We also recognise that there is work to do to increase the proportion of under-represented groups in our workforce, so that we become the inclusive organisation we wish to be.

In addition to both the age and socio-demographic elements impacting our workforce there are a number of external factors will also influence our plans. For example, changes in demand and cost for our services, availability of specialist skills, and the fast pace of technology change.

4 What our employees tell us – workforce survey

Understanding our employee's views is an important factor in our organisational development journey. Our staff survey* gave colleagues the opportunity to share their experiences of working for the council – what is working well and what needs to improve. This served as a baseline for measuring how colleagues were feeling about their role, leadership and the organisation.

The survey focused on four key areas:

- Work and development
- Workplace and wellbeing
- Management and leadership
- The organisation and what it does

What our colleagues told us:

Top three areas that are working well:

- Colleagues and team working
- Flexibility in working arrangements
- Good / supportive line management

Top three areas for improvement:

- Training and career development opportunities
- Managers' understanding of the jobs the workforce are doing
- Physical workspace and facilities

To explore the results further, a number of focus groups were set up to discuss the findings and help shape our priorities and activities. Some of these are already underway and others feature as longer term actions in this Organisational Improvement Plan.

We have invested in the creation of a programme to respond to the survey findings; we are developing the organisation's culture, investing in internal communications to share the vision and give clear expectations as well as provide opportunities for two-way dialogue. We have also expanded the learning and development programme.

In addition to the survey the focus groups that helped us develop our organisational values and new leadership framework have also been valuable ways to gather employee views. Our programme of values workshops, during spring and summer of 2018, have provided a useful interim feedback with 97% of colleagues reporting that they are comfortable with the values and feel that they can apply them in their daily work.

*Survey conducted in October 2016. 2659 responses representing 40% of the workforce. Next one due in March 2019 and annually thereafter. We also undertake statutory annual social worker health checks.

Our Organisational Improvement Plan – at a glance

Our Corporate Strategy Vision

We play a leading role in driving a city of hope and aspiration where everyone can share in its success.

Our Vision for the workforce

We want to create an inclusive, high-performing, healthy and motivated work place and become an employer of choice.

Underpinning this are our Values

We are Dedicated	We are Curious	We show Respect	We take Ownership	We are Collaborative

Our actions are based on our workforce Themes

An empowering organisation	Diversity and inclusion	Performance and talent management	Workforce health and wellbeing	Structure, pay and policy	Our brand and recruitment

Outcomes and benefits

For our employees	For our leaders	For our organisation
• I am clear what my role is and how it contributes to corporate strategy priorities	• I am clear about my contribution to the corporate strategy priorities	• We can demonstrate progress in achieving the priorities of the corporate strategy
• I demonstrate the organisational values in everything I do and with everyone I work with	• I role model the organisational values	• We demonstrate our organisational values with our employees, elected members, citizens and partners
• I feel able to contribute ideas and receive recognition when I do a good job	• I take ownership for making positive change	• We have confidence in our talented workforce – we recognise and celebrate success
• I have regular discussions on my work, performance and development with my manager	• I have quality conversations with my team members and manage performance and talent	• We make the best use of our people and their skills – to create the capacity to deliver on our priorities
• I am part of a high performing team and do my best for Bristol City Council	• I support and develop my team and I celebrate colleagues' success	• We are a recognised employer of choice and our services are judged as good by citizens

Our Organisational Improvement Plan

Complementing our core programme of HR and learning and development support we have identified a series of key initiatives – set against six employee focused themes – which form the basis of this organisational improvement plan.

These corporate initiatives will support our managers with their workforce planning and help move us along our transformation journey. Each theme has its own action plan. These activities will be led corporately, but require the support and input of teams and managers across the council to properly bring them to life.

This is a five year programme, but will be reviewed and refreshed on an annual basis to ensure it remains valid and keeps driving us towards our organisational vision. We will use the metrics from the next staff survey to set a baseline for some of our success indicators.

Workforce Themes:

Workforce Theme 1
An Empowering Organisation

Creating a shared purpose and a positive environment where people can get the job done.

Overview:

Our organisational culture is our personality and our identity, underpinning all the work that we do. We want to build an organisation where employees feel valued, inspired and empowered to help us achieve our priorities and provide the best services to our citizens.

To do that we need to have a shared vision of what we are here for and what we stand for. We will give our colleagues the opportunity to develop their skills and confidence to do their work to the highest standards and in so doing, we will improve business performance.

We are committed to keep colleagues informed about our progress, and give opportunities for everyone to share their thoughts and ideas. We will celebrate our successes and learning, so we can all feel proud of the council we work for.

Our key actions are:

Action	Measuring success	By when?
Continue to embed our organisational values and behaviours through workshops and celebrating success, reaching every single employee; with values included in every process from recruitment through to annual reviews.	• Evidence of values being 'lived' in daily behaviours with everyone we deal with – measured by staff survey (baseline to be set following next survey). • All performance reviews assess how values are understood and applied. • Recruitment of all new staff against values	Incremental increases until April 2023 In place for 2018/19 review paperwork In place for Senior Leadership team. Introduce for all recruitment April 2019
Our new 'Bristol Leads' development course will build management skills and confidence amongst all team managers and leaders (4th and 5th tier managers).	• All 4th and 5th tier managers complete course and deliver a specific business improvement project in the workplace. • Colleagues feel supported by their manager – measured by the staff survey (baseline to be set following next survey)	First 150 complete programme by October 2018. A further 100 completed by October 2019 and a further 100 by April 2020 Incremental increases each year

Action	Measuring success	By when?
Design and deliver a senior leadership development programme for 3rd tier managers (such as Heads of Service).	• Course designed and evaluation approach agreed. • 360 degree performance reviews confirm all senior leaders visibly demonstrate our values and leadership qualities – and a development plan in place for any gaps.	April 2019 Incremental until April 2020
Design and deliver a senior leadership development programme for the council's 1st and 2nd tier Directors.	• Course designed and evaluation approach agreed. • 360 degree performance reviews confirm all senior leaders visibly demonstrate our values and leadership qualities and a development plan in place for any gaps.	Pilot with Executive Directors completed by October 2018 Programme for whole cohort launched by April 2019
Refresh our Internal Communications and Engagement Strategy and align it to the council's Corporate Strategy priorities and values. Improve the cascade of strategic updates, recognition of success and increase opportunities for two-way dialogue.	• A new Internal Communications Strategy is completed and implemented. • Colleagues feel well informed and understand the corporate priorities – as measured by the staff survey. • Managers feel well informed and regularly cascade key messages to their teams through team meetings. Measured by staff survey (baseline to be set following next survey).	September 2018 Incremental increases from 67% in last survey to a benchmark of 75% Incremental increases until April 2023
Design and implement a new way of recognising and rewarding success, sharing learning and celebrating colleague achievements.	• Celebrating success is embedded in internal communication and engagement strategy. • A new scheme is designed, approved and in place.	September 2018 April 2019
Introduce a 'first steps to leadership' programme to cover the main principles of leadership and Bristol City Council policies and processes.	• Course designed and evaluation approach agreed. • Aspiring leaders feel supported to develop their career – measured by course evaluation (baseline to be set). • Improved compliance with corporate policies.	Programme launched by April 2019 Incremental increases until 2023

Action	Measuring success	By when?
Run an annual staff survey and feedback mechanism to measure awareness, engagement and wellbeing of staff.	• Survey has at least 50% response rate and an action plan is developed with the results.	March 2019 and annually thereafter
Participate in the Bristol Leadership Challenge, an ambitious partnership programme that develops leadership capacity to tackle systemic, city-wide challenges.	• Contribute to increasing the leadership potential within the city. • Contribution to the priorities in One City Plan.	Incremental until April 2023 Incremental until April 2023
Support colleagues to improve their digital skills as we transform our IT estate and implement new self-serve systems.	• A new digital learning and development programme launched – aligned to programmes such as digital transformation and new HR and Payroll system. • Staff feel they have the right skills and equipment to do their job well – measured in the staff survey (baseline to be set following next staff survey).	January 2019 – aligned to project roll-out Incremental until April 2023 Benchmark 75%
Work with representative groups from across the council (eg: TU learning reps, staff focus groups, staff led groups) to review and refine a learning, development and organisational culture programme that aligns with corporate priorities and achieves desired learning outcomes.	• A programme of regular opportunities to meet and discuss and shape the learning and development programmes. • Staff feel listened to and ideas are valued – measured in the staff survey and feedback from staff groups. • Staff feel they have access to learning and development opportunities they need – measured by staff survey.	Ongoing from July 2018 Incremental until 2023 Benchmark 75% Incremental until 2023 Benchmark to be set
Seek external assurance of our high performing, motivated workforce through recognised schemes eg: 'Sunday Times best not-for-profit organisations to work for'.	• Achieve accreditation and recognition.	December 2019

Workforce Theme 2
Diversity and Inclusion

To build an inclusive organisation where the workforce reflects the city we serve and the needs of all citizens, and where colleagues feel confident about being themselves at work.

Overview:

Organisations work better when they are diverse and inclusive – our decisions become properly informed by diverse and representative points of view, there are more opportunities for all, and colleagues feel proud to work here.

We want a workforce that – at all levels – is representative of the city we serve. We want diversity and inclusion embedded within our organisational culture, so that our employees feel confident about being themselves at work and consider the needs of the citizens they serve, in all that they do.

This action plan is aligned to the objectives in our new Equalities and Inclusion Strategy.

Our key actions are:

Action	Measuring success	By when?
Refresh our equalities strategy and policy.	• Gain Cabinet and Full Council approval for new strategy and launch.	November 2018
	• An annual action plan and progress review – built into service plans and Organisational Improvement Plan.	April 2019
Use our workforce data to address any diversity gaps in our profile	• Design and deliver a programme of activity to improve recruitment and retention of under-represented groups.	Plan in place by April 2019 and reviewed regularly
	• Staff feel they are listened to, treated fairly and with respect and are able to challenge inappropriate behaviour – measured by the staff survey.	Incremental until 2023 Maintain and increase benchmark of 76%

Action	Measuring success	By when?
Support 'Staff Led Groups' representing BAME, LGBT+, disabled and young employees to have a more influential voice in the organisation.	• SLG Chairs feel that their group's voice is heard. • Increase in membership.	January 2019 April 2019
Review and refine the provision of learning on diversity, equalities and inclusion – aligned to objectives in equalities and inclusion strategy – and to build workforce knowledge and skills on equality and inclusion. To include increased face-to-face learning opportunities to complement the e-learning provision.	• Refreshed programme is launched and evaluation mechanism is in place. • All staff have completed mandatory equality and diversity training.	January 2019 September 2019
Continue and expand our 'Stepping Up' partnership programme for aspiring BAME leaders, extending it to other under-represented groups.	• All 50 places on programme filled. • Increase in career progression opportunities of participants – measured through their own employers.	January 2019 Incremental until 2023
Provide supported internships for young people with disabilities.	• Increase participation levels to 40.	April 2019
Refresh Reverse Mentoring scheme whereby colleagues from under-represented groups have an opportunity to mentor senior leaders and receive advice or learn new skills in return.	• Launch the scheme with an initial cohort of at least 15 mentors. • Positive feedback from participants – measured by evaluation forms.	December 2018 Ongoing review
Refresh diverse recruiters scheme alongside partners, ensuring recruitment panels include members from under-represented groups in our workplace.	• Greater diversity balance on recruitment panels • Increased pool of diverse recruiters	December 2018 December 2018

Action	Measuring success	By when?
Promote take-up of the West of England 'Future Bright' scheme, providing colleagues who receive eligible in-work benefits with opportunities to develop new professional skills and progress their careers.	• All eligible colleagues who wish to participate in Future Bright (around 1% of staff are eligible).	April 2019
Participate in the Bristol City Leadership Programme for high ability and aspiration sixth form students from disadvantaged backgrounds.	• Contributes to increased leadership potential in the city, particularly in under-represented groups.	Incremental
Support the work on tackling the gender and race pay gap – looking at progression, pay, recruitment and flexible working. Assess whether there is a disability pay gap and plan how to address it. (Shared priority with Theme 5 – structure, pay and policy)	• A reduction in pay gaps. • An increase in career and learning development opportunities – measured by progression statistics and staff survey.	Incremental until 2023 Incremental until 2023

Workforce Theme 3
Performance and Talent Management

Developing careers and managing performance meaningfully

Overview:

Investing time in performance and talent management is fundamental to successful organisations. It helps us understand our contribution, focuses our day to day work on organisation priorities, and identify what support and development is needed to achieve high performance and support future career development.

Knowing how the work we do every day contributes to our priorities is about regular, open and constructive conversations – with good quality annual reviews offering time to focus on what we do, what difference we make, how we demonstrate our values and what learning and support will help us do our best.

Our key actions are:

Action	Measuring success	By when?
Design and implement a new Performance Management and Talent Pipeline Strategy – to facilitate good quality performance management, set clear objectives linked to our Corporate Strategy and reflect on how our organisational values are being demonstrated.	• Roll-out of a refreshed approach – to coincide with the implementation of performance management recording system as part of the new HR and Payroll platform.	April 2019
	• At least 80% of colleagues have completed their annual performance reviews with clear objectives set and a personal development plan.	Measured annually
	• At least 80% of colleagues report satisfaction with the quality of their performance review.	Measured annually

Action	Measuring success	By when?
Pilot and roll-out a new 360 degree feedback review programme for leaders.	• Pilot complete and roll-out commenced.	April 2019
	• Managers use feedback to create their personal development plan – measured through performance review scores.	April 2019 and ongoing
	• Managers visibly demonstrate the leadership values, behaviours and qualities – measured by staff survey (baseline to be set).	Incremental each year
Embed the Leadership Framework which sets out standards for existing leaders and giving aspiring leaders a clear set of skills and competencies to develop.	• Managers visibly demonstrate the qualities set out in the Framework, measured via 360 degree annual feedback process including feedback from elected members.	April 2019 and incremental increases.
	• Increased opportunities for secondments and career progression for aspiring leaders – measured by staff survey (baseline to be set).	Incremental increases until 2023
Support managers to undertake their workforce planning – forecasting the type and number of roles and skills needed for the future, and create learning and development plans to support their team development.	• All managers receive appropriate training, tools and support to complete their workforce plans.	April 2020
	• All services have a workforce plan in place, aligned to the annual business planning cycle.	October 2020
	• Corporate workforce plan in place.	October 2020
Support the recruitment and retention of apprentices to the council.	• Increase the number of council apprentices.	Incremental each year
Make full use of the apprenticeship levy to support learning and development and career progression.	• All funds used and a demonstrable impact of learning for the individual and the organisation.	Incremental each year

Workforce Theme 4
Workforce Health and Wellbeing

Keeping our workplace healthy, happy and resilient

Overview:

We spend a lot of time at work and so the work environment – both physically and emotionally – can have a real influence on our personal health and well-being. Healthy workplaces are great places to work – where colleagues feel supported, motivated and look out for each other.

We want a culture where personal wellbeing is our priority. We will provide support and guidance on how to stay well and help colleagues early to prevent sickness absence. We particularly want to focus on mental health – raising awareness, reducing stigma and encouraging colleagues where to go for help, if needed.

Our key actions are:

Action	Measuring success	By when?
Mental health first aid training for colleagues, enabling them to spot the signs and offer support.	• 1,000 trained mental health first aiders – targeting front line staff who are exposed to secondary trauma.	First 100 trained in 2018 as pilot. Next phase delivered by October 2019
	• Greater use of online support and Employee Assistance Programme – measured by service use metrics.	Ongoing – regularly reviewed
	• Reduction in sickness absence related to mental health.	Incremental each year
	• Increase in number of staff feeling they can cope with the demands of their job and have a good work-life balance – as measured by the staff survey.	Incremental each year
Tackle stigma around mental health issues by encouraging open conversations and actively taking part in Time To Change and Thrive Bristol initiatives.	• Increase in awareness of policies and usage of the programmes – measured by service use metrics.	April 2019
	• Increased partnership working to share initiatives.	April 2020

Action	Measuring success	By when?
Create and publicise a programme of new e-learning packages and guidance on health topics.	• Design and launch programme • Increase in awareness levels and completion of e-learning courses.	April 2019 and ongoing Incremental each year
Adopt Public Health England workplace health standards and refresh our HR policies. (Shared priority with Theme 5, Structure, pay and policies)	• Clear policies and procedures in place that are compliant with the standards. • Managers confident in supporting teams – measured by feedback. • External recognition of our health and wellbeing standards.	December 2019 Incremental increases April 2020
Roll out a health check programme.	• Increase the number of staff who are invited to take part (baseline and benchmark to be set). • Reduction in sickness absence levels.	April 2020 Incremental each year
Promote the benefits of the Employee Assistance Programme and Occupational Health services.	• Increased awareness and usage of the service, leading to a reduction in sickness absence. • Increased resilience and feeling of wellbeing amongst staff – measured by staff survey (baseline to be set following next survey).	Incremental increases until 2023 Benchmark to be set and incremental increases until 2023
Use focus groups to develop a health and wellbeing programme – with access to a number of health and improvement areas.	• Programme designed and launched. • Increased resilience and feeling of wellbeing amongst staff – measured by staff survey. • Increased satisfaction with the council as a caring employer – measured by staff survey (baseline to be set).	September 2019 Benchmark set and incremental increases until 2023 Incremental increases until 2023

Workforce Theme 5
Structure, Pay and Policy

A clear framework to help redesign our council and improve employee relations.

Overview:

Fundamental to effective workforce planning is a solid policy framework, pay structure and consistent approach to service redesign.

We are creating a leaner management structure with a consistent ratio of managers to employees. To support our leaders in managing their teams effectively, we will refresh our existing HR policies and procedures to make them less bureaucratic and easier to use. This will help improve employee relations so that fewer cases are escalated.

We will redesign our pay scale to adapt to legislation changes and ensure we have a competitive offer to attract and retain the best talent.

Our key actions are:

Action	Measuring success	By when?
Recruit to the council's new, smaller senior leadership team.	• A complete senior leadership team is in place. • Candidates assessed against our values and behaviours.	January 2019 January 2019 and ongoing
Strengthen internal processes around temporary staffing and challenge ourselves to better develop existing employees and/ or leave vacancies unfilled.	• Spend on agency staffing is reduced.	April 2019 and annually thereafter
Redesign our pay scale to account for having adopted the Living Wage Foundation living wage and the need to attract people to certain 'hard to recruit' roles.	• A new pay scale is approved and implemented.	April 2020

Action	Measuring success	By when?
Redesign the council's most-used HR policies and procedures to make them simpler and clearer for colleagues and reduce bureaucracy. Ensure we embed equalities, and health and wellbeing.	• A new policy framework is approved and implemented. • Fewer employee-relation issues are escalated to HR Advisors.	April 2019 Benchmark to be set and regularly reviewed
Support the work on tackling the gender and race pay gap – looking at progression, pay, recruitment and flexible working. Assess whether there is a disability pay gap and plan how to address it. (Shared priority with Theme 2 – diversity and inclusion)	• A reduction in pay gaps. • An increase in career and learning development opportunities – measured by employment mobility statistics and staff survey.	Incremental until 2023 Incremental until 2023

Workforce Theme 6
Our Brand and Recruitment

Becoming an employer of choice and attracting the best talent

Overview:

Talent and professional excellence – we want to recruit it, develop it and retain it. We want to attract a diverse range of employees who share our values and have the skills we need to help us realise our vision. Our recruitment and selection process needs to be efficient, robust and user-friendly for the candidate – an experience which reflects the culture of the council - and helps recruiting managers get the right people into the right roles.

We are proud of our range employee benefits, development opportunities and flexible working options for a good work-life balance. We want to publicise this and, in conjunction with our vision and purpose as a council and become an employer of choice.

Our key actions are:

Action	Measuring success	By when?
Launch a new online recruitment portal and applicant tracking system with improved communication and user experience for candidates and hiring managers.	• Positive feedback from candidates and hiring managers on usability/ efficiency of system – measured by evaluation forms.	New system live by July 2019 Benchmark to be set and incremental increases to March 2020
Work with managers to improve the quality and clarity of job paperwork and advertisements. Introduce adaptable application and assessment processes to suit individual roles.	• Positive feedback from candidates on the recruitment and selection experience (benchmark to be set). • Improved conversion rate of applications to hire.	Incremental until 2023 Incremental increases until 2023
Develop our social media presence to attract a wider and more diverse audience for job opportunities.	• Increased reach and targeting of job adverts and a greater diversity of applicants – measured by recruitment data.	April 2020 and incremental
Provide enhanced support to managers who need to fill hard-to-recruit roles.	• Increased diversity and higher quality applications, improved conversion rate of application to hire. • Reduction in cost to hire.	Incremental increases until 2023

Action	Measuring success	By when?
Improve our employer brand to become an employer of choice.	• Higher quality of applications and improved conversion rate from application to hire. • Increase in colleagues recommending the council as a good place to work in annual staff survey (benchmark of 75%).	December 2019 Incremental increases until 2023
Work with managers on a retention strategy, linked to their workforce planning process.	• Reduced employee turnover from current baseline of 14.6%. • Increase in colleagues recommending the council as a good place to work in annual staff survey (benchmark of 75%).	Incremental increases until 2023 Measured annually

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