

# Human Resources & Organisational Development **Annual report 2017/18**



A great workforce for a great city



# **Human Resources & Organisational Development**

## **Annual Report 2017 - 2018**

Report of: Head of Human Resources and Organisational Development (HROD)

Committee: Audit & Standards Committee

Subject: HROD Annual Report  
April 2017 to March 2018

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# **1. Introduction**

Brighton & Hove City Council delivers over 700 services to residents and city visitors, made possible by a highly skilled and dedicated workforce.

Staff continue to show remarkable resilience in delivering services in the face of financial challenges. The Council is now a smaller organisation, with a reduction in staff of over 600 over the last 10 years. At the same time the Council has changed the way it works and modernised services introducing digital and more efficient ways for residents to access services, and a workstyle environment which ensures the space we work in is used more efficiently.

In these challenging times, the role of Human Resources and Organisational Development is critical to the health and performance of the organisation.

Our Health, Safety & Wellbeing team play a key role in supporting the Council's assurance activities. I am proud to report the council continues to maintain its excellent safety record. A separate report outlining these arrangements, achievements and future priorities is included at Appendix 2.

During 2017/18 the Council introduced its 'People Promise'. Our People Promise sets out a series of commitments to our current and future staff in what they can expect from the council as an employer, as well as a behaviour framework and standards in how we expect our employees to work to do their best for the city.

This report provides a summary of key workforce statistics from 2017/18 and details the ongoing work being delivered through our 5 People Promises:

1. We promise to support your wellbeing at work
2. We promise that we will be a fair and inclusive place to work
3. We promise you opportunities to do your best
4. We promise to say well done, recognise and reward you for great work
5. We promise you a good place to work so we can do the best for the city

Through this report, it is also important to thank staff for the amazing contribution they make to our great city.

Alison McManamon  
Head of HR & OD



## 2. Key workforce Statistics

Our workforce is an essential resource in supporting the delivery of high quality services to our residents. The following data provides an outline of the composition and turnover of the council's workforce, excluding schools.

### FTE, Headcount and Turnover

2017/18 BHCC Workforce figures			
	FTE	Headcount	Turnover
<b>Brighton &amp; Hove City Council</b>	3715.04	4315	11.43%
Economy Environment & Culture	950.08	1031	9.41%
Families Children & Learning	1004.16	1260	16.53%
Finance & Resources	497.43	549	8.75%
Health & Adult Social Care	587.45	720	10.14%
Neighbourhoods Communities & Housing	508.21	568	9.98%
Strategy Governance & Law	165.72	192	7.81%

Our turnover statistics are largely in line with the Local Government national average of around 13%, although there are some large variances between different services, and further work is needed to reduce turnover rates within Families, Children and Learning. Whilst this is an area of focus, turnover rates for Social Work in this area are slightly below the national average.

Whilst our headcount has reduced by 600 in the last 10 years, staff numbers have remained largely in line with 2016/17 figures. However, our agency spend has reduced due to additional scrutiny and controls, better recruitment planning and reduced rates on agency fees. These measures have seen a reduction in agency spend of £1,486,120 during the past year.

### Full-time and Part-time Employees

	2016/17	2017/18
<b>Full time employees</b>	57.97%	58.14%
<b>Part time employees</b>	42.03%	41.86%

The council continues to provide a flexible working environment, and the balance of full and part-time employment and other flexible working practices has been a significant factor in achieving a gender pay gap of 6% in favour of women.



## Length of service

Length of service	2016/17	2017/18
0 - 1 years	9.38%	10.43%
1 - 2 years	6.19%	7.16%
3 - 4 years	14.78%	13.76%
5 - 9 years	20.61%	19.81%
10 - 14 years	25.23%	22.38%
15 - 19 years	12.89%	15.11%
20 - 24 years	5.04%	5.28%
25+ years	5.89%	6.07%

The average length of service with Brighton & Hove City Council is 10.5 years. A small benchmarking survey of 6 South East Council's showed the average length of service as 9.1 years.

## Sickness Absence Figures

	2016/17	2017/18	2017/18	2017/18	2017/18
	Sickness days lost	Sickness days lost	Short-term absence %	Long-term absence %	Workforce absent %
<b>BHCC</b>	10.59	10.57	49.98%	50.02%	44.14%
Health & Adult Social Care	12.97	14.21	41.36%	58.64%	47.14%
Families Children & Learning	10.87	9.67	56.73%	43.27%	44.16%
Neighbourhoods Communities & Housing	9.5	10.62	52.61%	47.39%	49.26%
Economy Environment & Culture	11.1	11.31	38.88%	61.12%	40.10%
Finance & Resources	8.7	7.56	76.67%	23.33%	43.54%
Strategy Governance & Law	7.3	7.35	80.85%	19.15%	37.27%

NB: BHCC sickness target is 9.7 days lost per person (average)

Our sickness rates continue to be above our bench mark authorities (10.59 days compared to 9.7 days). There is a downward trend and the implementation of the First Care sickness management system is ensuring a consistent approach to return to work interviews, increasing completion rates from 54% to 89%. Whilst it is too early to measure the success of this initiative it is expected to reduce the levels of sickness absence and improve staff wellbeing.

## Top Reasons for sickness absence

	2017/18
<b>Stress / Mental Health</b>	24.62%
<b>Musculo-skeletal</b>	12.31%



We continue to be concerned about the extent of sickness attributable to mental health issues, and this is a key strand of work within Our People Promise (see section 4).

### Workforce Equalities Data 17/18 (16/17 figures in brackets)

Workforce Equalities Profile	BME Profile (Target 9.1%)	Disability Profile (Target 8.0%)	LBGT Profile (Target 13%)	Sex Profile % Female (No target)
<b>BHCC 2017/18 2016/17</b>	6.86% (6.70)	7.40% (7.36)	11.78% (11.97)	59.67% (59.48)
<b>Health &amp; Adult Social Care</b>	6.74% (6.73)	7.46% (7.38)	14.92% (14.58)	73.75% (73.17)
<b>Families Children &amp; Learning</b>	7.95% (8.28)	6.55% (6.27)	11.23% (11.25)	77.47% (76.93)
<b>Neighbourhoods Communities &amp; Housing</b>	9.32% (6.63)	7.50% (10.87)	10.42% (14.22)	56.54% (54.51)
<b>Economy Environment &amp; Culture</b>	7.23% (4.01)	10.59% (6.01)	13.93% (9.34)	33.37% (32.79)
<b>Finance &amp; Resources</b>	4.69% (6.81)	5.56% (8.71)	9.24% (13.15)	49.91% (50.27)
<b>Strategy Governance &amp; Law</b>	7.28% (9.43)	9.13% (7.01)	12.30% (11.03)	70.00% (66.67)

Whilst there have been some small improvements in our equalities statistics, this area remains a priority to ensure our workforce becomes more representative of the community we serve.

### Schools

We also provide an HROD service (including health and safety) to schools in Brighton & Hove through a traded service, and have maintained a 100% buyback from maintained schools. We have separate agreements to provide services to one free school and H&S-only services to two academies in the city.

The contracted school workforce headcount is 4634 (4833), which equates to 3322.5 (3486) full- time equivalent (FTE).



### **3. Development of Our People Promise during 2017/18**

As one of the largest employers in the city delivering a wide range of public services it is important that council has a workforce plan to ensure:

- we are able to recruit and retain the staff needed to deliver services and meet the diverse needs of the city's residents and visitors;
- the council is a high performing organisation;
- there is an inclusive working environment where there is equality of opportunity and there is a culture that supports staff to be their best.



Reduced budgets mean that the council will increasingly need to achieve results by collaborating with our partners, sharing services, and enabling citizens and as an employer we need to ensure we are developing our staff to meet these challenges. With a more diverse workforce we have the potential to engage better with a wider range of communities.

Whilst there are a number of positive indicators related to our employer performance (such as some improving staff survey results and a negative gender pay gap), our workforce data showed that there remain issues that need to be addressed. These have been further analysed through staff focus groups and facilitated sessions with the Executive Leadership Team.

The key issues are as follows:

- Feedback from the staff survey that tells us it is important:
  - to have a clearer sense of direction
  - for staff to feel more valued
  - to manage change more effectively
  - to challenge silo working.
- An above average sickness rate for 2017/18 of 10.57 days against a target of 9.7 days and a significant proportion of sickness attributable to mental health issues
- Recruitment and retention issues in some roles across the council (e.g. social work and planning) and evidence to show this has links to our pay and benefits package
- Our workforce equalities profile is not reflective of the community we serve, and whilst some improvements have been made these have been slow and have not kept pace with the changing make-up of our community



- We have an ageing workforce who may require additional health and wellbeing support, and we find it more difficult to attract younger staff through our recruitment processes

The LGA peer review (April 2017) acknowledged the important role that our trade unions play in the future of the organisation, but the need to improve relationships was recognised by all. The development of Our People Promise through co-creation is key to improving relationships and we are working jointly with our trade unions on shared aims such as improving the wellbeing of our workforce, and increasing the informal resolution of disputes.

Whilst improving our union relationships, we are also creating something sustainable and meaningful to our staff, rather than a 'top down' programme that employees may struggle to buy into. We ran a number of staff focus groups called 'Think BIG', and the results further developed some of the priorities for Our People Promise:

What staff liked:	What staff didn't like:
Flexibility	Pay rates
Council values and working for our community	Lack of progression opportunities
Good people work here with good intentions	The perception of the council held by residents
Counselling and employee welfare offer	Don't always have tools to do the job
Good annual leave, sick pay, pensions	Reductions in budgets creating stress
A positive approach to diversity	Constant restructures
Partnership working	Silo working
Location	Poor communication between the top and the front line

In addition, to provide clarity and effective communication of our employer offer we have developed a series of graphics that reflects our commitment to staff, and runs parallel to the council's Customer Promise. Our People Promise is based on 5 key commitments to staff and will provide a structure for communicating the changes we are making:



Along with logos for each separate work stream, our five commitments:



**We promise**  
to support your  
wellbeing at work



**We promise**  
that we will be a fair and  
inclusive place to work



**We promise**  
to say "well done", recognise  
and reward you for great work



**We promise**  
you opportunities  
to do your best



**We promise**  
you a good place to work so  
we can do the best for the city



Our People Promise is not a one-off set of activities. We will continue to co-create our priorities according to the needs of the organisation and our employees.

The following pages list the separate People Promise commitments, show work achieved in 2017/18, and indicate planned activity for 2018/19 and beyond.

#### **4. Ensuring our workforce is supported to be happy and well, both physically and mentally**



##### **Background**

Supporting the health and wellbeing of our workforce was progressed as a particular priority in response to our 2017 staff survey result in this area with 89% of our workforce seeing this as an important area, and only 53% providing a positive response to the statement: 'I believe the organisation cares about employee health and wellbeing'.

Well-being now forms one component of the council's People Promise which aims to reduce levels of absence and address feedback from the staff survey that more needs to be done to improve the well-being offer available.



Mental health is an increasingly recognised issue for the city which follows a global and national trend. This issue was highlighted as priority in response to our sickness statistics for 2017/18 which show mental health accounts for 24% of our sickness absence.

Employers have a key role to play through implementing effective arrangements to create an organisational culture that promotes positive health and wellbeing, and supports those experiencing health issues. To develop this work stream a steering group was established which is chaired by the Executive Director, Finance and Resources with membership made up of:

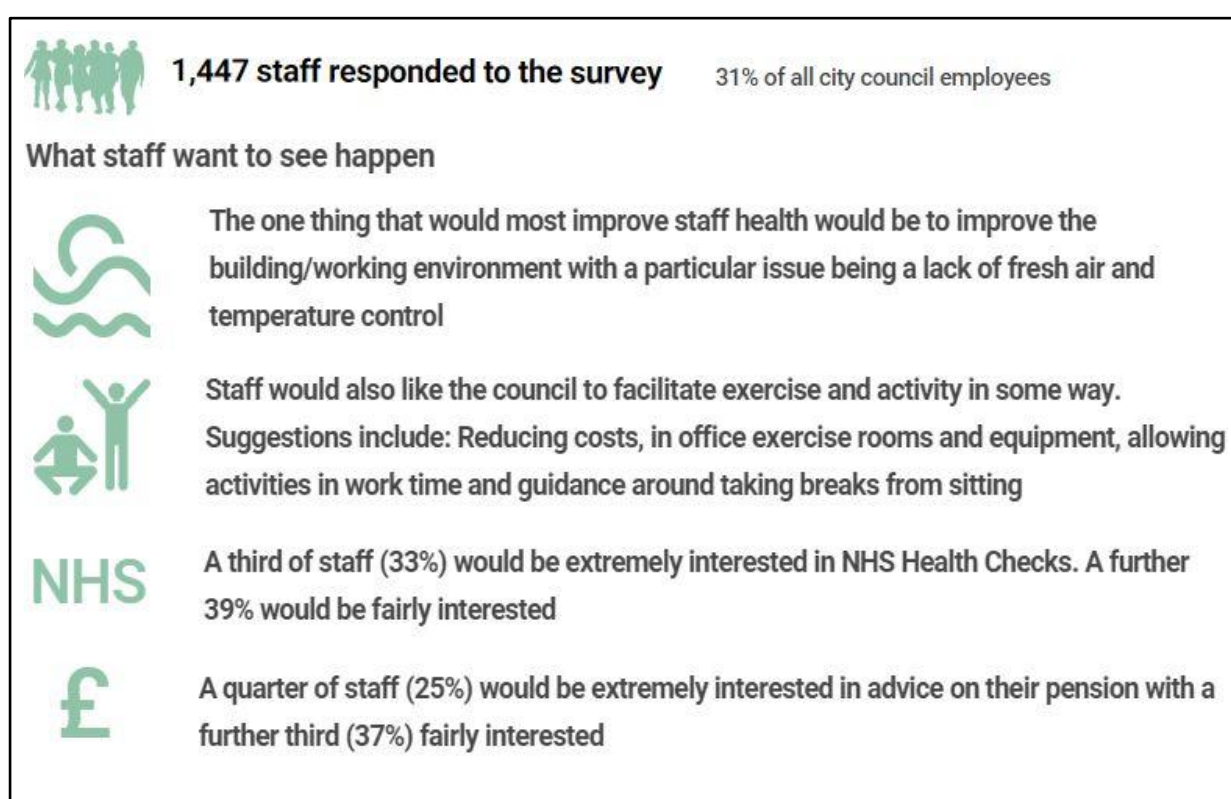
- Trade union and workers' forum representatives
- Public health experts
- Front-line staff
- Workplace wellbeing champions
- Human Resources staff
- Communications staff



The focus of the Well-being Steering Group is to collaboratively co-design activities which move the organisation towards proactive and preventative wellbeing measures. This collaborative approach will mean better buy-in from staff than previous initiatives which may have felt 'top-down'.

## Achieved in 2017/18

- The well-being steering group was launched in September 2017 with a remit to develop an organisational framework for wellbeing with a prioritised action plan for improvements.
- The well workforce survey took place in January 2018 to create baseline data about our staffs current health and well-being, provide information to inform future well-being support for staff and to measure progress.



- A well-being action plan was developed using the results of the survey (see Health & Wellbeing section in Appendix 3 for high level project plan)
- The volunteering policy and scheme was launched to staff to provide the opportunity for staff to take part in volunteering activity both as individuals and as teams
- A new package of support was made available to staff who are carers.
- Our HR Advisory team were trained in mental health awareness to improve the support they are able to offer managers who are dealing with mental health issues in the workplace. This training will be rolled out to managers over the next year.



- First Care was implemented - a new attendance management system improves consistency in the how sickness is managed and provides immediate 24 hour medical advice for staff.

### **Plans for 2018/19 and beyond**

- There will be a calendar of wellbeing events throughout the year tailored to the results of our survey
- Menopause awareness and support for managers and staff will be made available
- We are working closely with union colleagues to agree a new attendance management procedure with a focus on early support
- A number of pension advisory sessions have been scheduled following the results of the wellbeing survey which highlighted this as a priority
- Changes will be made to improve the physical work environment
- The Workplace Wellbeing Survey will be re-run in January 2019



## **5. Ensuring we have a workforce that is reflective of the community we serve, and where everyone experiences dignity and respect in the workplace**



### **Background**

This promise covers recruitment, how we expect employees of the council to behave and ensuring the council is a supportive, respectful place to work. In developing our priorities we work closely with our staff forums for BME, Disabled and Carers, LGBT and female employees. The forums provide important networks for employees to share their experiences and raise awareness of issues affecting staff from minority groups.





A Behaviour Framework has been developed in co-creation with colleagues from across all areas and levels of the organisation to provide a common language that can be used to discuss how we are expected to behave at work.

<b>How we manage ourselves</b>	Behaving professionally	Managing our own work	Developing ourselves	
<b>How we work together</b>	Collaborating with others	Influencing outcomes	Meeting customer needs	
<b>How we shape our future</b>	Developing services/processes	Developing people	Making change happen	Dealing with problems
<b>How we lead &amp; empower</b>	Setting direction	Enabling people		

## Achieved in 2017/18

### Recruitment

- New methods of recruitment were introduced to giving managers a choice of the traditional application form, the use of CV's or the use of 'branching questions' to make the processes easier for applicants to apply and provide the information needed
- Relevant positive action statements have been developed for all directorates to encourage applications from under-represented groups
- Community engagement on recruitment to key roles has been undertaken, this started with the Field Officer roles and will be used in future recruitment processes.
- The recruitment training offer has been reviewed and refreshed, and the recruitment policy has been re-launched to ensure all permanent posts are advertised externally
- Successful recruitment campaigns supported by HR have been undertaken for Learning Disability care workers, Independence at Home and Adult Social Workers
- The Recruitment toolkit has been launched to bring all recruitment information together and includes useful guidance to help managers recruit effectively



## 2017 Staff Survey



- The council's staff survey took place in April 2017. Results from the survey showed improvements in responses related to staff engagement (up by 6%), and a significant increase on the number of staff who felt there was a clear sense of direction for the Council (up by 14%). Whilst these scores have improved the results show this continues to be an important area for us to focus on.

Top 5 Most improved results	Top 5 Best Scores
I feel there is a clear sense of direction in the organisation	I care about how this organisation is perceived by our citizens
I am proud to work for the organisation	My line manager treats me with respect
I feel a sense of belonging working for the organisation	My line manager trusts me to make the right decisions at work
My PDP is held in a meaningful way	I receive respect at work from my colleagues
I feel valued by the organisation	I get the help and support I need from colleagues in my team
Top 5 Priorities to be worked on	
The council feels like one big team working collaboratively for the good of our customers	
I feel valued by the organisation	
I feel there is a clear sense of direction in the organisation	
I believe meaningful action has been taken in my team as a result of the last survey	
I believe there are sufficient opportunities to discuss proposed changes that will directly impact my team	

- A corporate staff survey action plan was formulated by the Executive Leadership Team to drive activity taking place across the organisation and these priorities have become part of Our People Promise

## Mediation

- A workplace mediation offer was developed to encourage informal resolution of issues and reduce formal grievances and disputes.
- The council created a diverse team of 10 qualified internal mediators from different parts of the council that are able to support parties in dispute. The internal mediators were trained by Brighton and Hove Independent Mediation service (BHiMs).





### Number of Mediation cases with new BHCC internal mediators between October 2017 and March 2018

Number of mediation sessions held	8
Number of Agreements reached	7
Number of Agreements not reached	1

### Employee Casework

- There has been an increase in the number of grievances resolved informally over the last year following the roll-out of mediation from 35% in 16/17 to 40% in 17/18
- The level of formal case work continues to be high, and a key focus for Our People Promise going forward is to increase the level of informal resolution to employment matters

	Open cases as at 31/3/17	Cases opened in 17/18
Disciplinary	34	157
Performance/Capability	3	26
Grievance	4	62
Probationary	3	25
Sickness	37	264
<b>Total</b>	<b>81</b>	<b>534</b>

(Schools accounted for 30% of cases)

- Support was provided to 164 formal hearings
- 13 of the disciplinary cases were related to bullying and harassment, and this continues to be an area we will focus on in developing our culture
- The HR advisory team provided a range of training in 2017/18 for managers to develop best practice and a fair approach to managing employee relations issues:
  - 2 Disciplinary, investigation and hearing workshops
  - 2 Change management workshops
  - 5 How to effectively manage attendance workshops
  - 3 Being a manager workshops
  - 4 People and Performance workshops
- A number of successful changes have been made to services and 15 people were successfully redeployed into alternative positions within the council and 24 colleagues in the pool chose to take voluntary severance.

### Planned for 2018/19 and beyond

- A follow-up review of our equality practice is being undertaken by Global HPO and in 18/19 we will be implementing actions in response to the outcomes of the report.
- The next staff survey will take place in March/April 2019
- Further work will be undertaken with the Communities, Equality & Third Sector team to engage in outreach work to raise the council's profile as an employer of choice within the City with local communities and to understand the barriers to recruitment for particular groups.



- Further positive action initiatives will be developed to support under-represented groups in applying for jobs with the council (e.g. provision of job application workshops)
- A new role in HR is being created which is jointly funded by other local public sector organisations. The post holder will focus on attracting and recruiting more diverse talent in partnership with other city employers.

## 6. Ensuring we develop all our people to do their best, and identify talent to support progression



### Background

Our staff are the council's most important asset. Properly trained and motivated staff will deliver high quality services to residents, businesses and visitors within the city. We also know from our staff survey that 80% of staff feel it is important that they have the opportunity to grow and develop at work.

Leaders in the organisation shape the culture of performance management and development within which individuals are motivated, supported to improve and provided with clear objectives. Our new rated and moderated appraisal process for senior managers provides greater transparency and focus to performance management conversations. Alongside this the Behaviour Framework is used as part of performance development conversations with all staff to drive improvements in how people behave at work, and ensure we have a culture built on dignity and respect.

Our general training offer provides a menu of options to address individual and management training needs. Development is, of course, more than attending off the job courses. People learn new knowledge and skills in a range of ways and there is a range of learning and development offered including coaching and an extensive offer of on-line training and resources.

Apprenticeships are a key way to upskill staff in their current role as well as providing opportunities for career development. They are available for all staff and provide opportunities at all levels (from level 2 GCSE equivalent to level 7 masters equivalent).





## Achieved in 2017/18

- A new rated and moderated appraisal process was successfully introduced for the top 4 tiers of managers in the council.
- This included 360 feedback and performance measured through KPI's, people management data, budget information and staff survey results.
- Each senior manager was provided with a summary of their main strengths and areas for development as a result of the 360 process. The combined results for the whole leadership group provided the following strengths and development areas and these are now informing the development of our leadership programme:

<b>Areas perceived to be greatest strengths from 360 feedback</b>	<b>Score out of 6</b>
Shows respect when interacting with others regardless of role, both inside and outside the council	5.64
Takes appropriate responsibility/ownership for decisions within their role	5.50
Arrives on time and is prepared to contribute to the task/meeting	5.49
Demonstrates 'awareness' of 'political' and 'organisational' priorities 'when proposing recommendations	5.44
Delivers work to a high standard	5.43

<b>Areas perceived to be greatest opportunities for development</b>	<b>Score out of 6</b>
Invests time and effort in developing others using a coaching style	4.91
Welcomes and asks others for feedback to enhance their own performance	4.96
Acts on feedback they receive, adapts their behaviour to make a positive difference	4.99
Actively seeks customer feedback to help improve services	5.03
Sets clear, challenging and measurable goals so that people know what is expected of them and how they contribute	5.03

## Behaviour Framework and revised Performance Appraisal process

- A new performance and development process was launched for the whole organisation which using the behaviour framework to focus the conversation on both what we do and how we do it. The roll-out was supported by guidance and e-learning.
- An increased range of apprenticeships have been made available to staff in response to national apprenticeship reforms and the new apprenticeship levy.
- A pool of 65 qualified coaches are now available to provide 1-2-1 coaching to colleagues across the council
- 157 continuing professional development modules at our local universities were started last year for social workers in adults and children's services
- 51 trainee social work students were accepted on placements in our adults and children's services to enable them to qualify as social workers and help sustain a valuable pipeline of talent into the council
- 9,534 people undertook e-learning modules on a range of subjects



## **Planned for 2018/19 and beyond**

- The 360 degree feedback for senior managers will be re-run in the Autumn
- The leadership development programme for senior managers is being co-created with colleagues and will be launched in the Autumn
- A refreshed induction programme will be launched to welcome new starters to our organisation
- An offer of mentoring will be launched to support staff to develop in their careers
- We will continue our partnership in the Sussex Training Consortium to provide cost effective training across the South East region enabling our managers to network with people from other local authorities to share experiences.
- We will continue the 'Teaching Partnership' and 'Step Up' with East Sussex County Council and our local universities to recruit and train qualified social workers using government funding for Children's and Adults Services.

## **7. Ensuring we attract, reward, retain and motivate our staff, and to become the employer of choice in Brighton & Hove.**



**We promise**  
to say "well done", recognise  
and reward you for great work

### **Background**

The activities to deliver this promise are designed to look at reward in its widest context, including non-pay benefits. How we recognise contribution and reward skills alongside effective job design is key in ensuring staff feel valued and motivated to do their best.

The foundations for our pay and allowances are:

- National conditions of service for local government employees
- A robust job evaluation process to ensure consistent and fair grading of jobs and compliance with legislation to protect the council from equal pay claims
- Organisation Design Principles (Management Spans and Accountability - MSA) that inform the design of effective team structures across the council and are broadly based on a 6x6 framework, i.e. a median span of control of 6 direct reports to 1 manager, and no more than 5 layers of management above the front line including the Chief Executive). MSA has been used widely as an enabling tool to help achieve cost savings and improve organisation agility.
- A range of staff benefits including salary sacrifice schemes.



## **Achieved in 2017/18**

- In a rapidly changing environment the shape of many jobs has changed and during 17/18 support has been provided to evaluate approximately 350 jobs alongside the provision of professional advice on effective job design and content of job descriptions prior to recruitment
- A review of management spans of control has been undertaken which revealed the number of managers is reducing. The average number of direct reports per manager has increased from 4 to 5 since 2014, and the number of layers in the organisation has reduced in many areas. Since 2014 there has been a reduction in managers of 8.5% (11% in the top 4 tiers).
- Working with our Orbis partners we have procured a new comprehensive staff benefits platform which will be implemented in 2018/19. This will include salary sacrifice schemes and a range of discounts at both high street stores and local businesses.
- We have achieved a £1.48m reduction (-20%) in agency worker expenditure through better recruitment planning, additional scrutiny and controls and reduced rates on agency fees
- In March we published our gender pay gap information for Brighton & Hove City Council, with a positive result when compared to many other organisations (including Local Authorities) showing that women working for Brighton & Hove City Council are on average earning 6% more than men
- A new market supplement policy was implemented that has addressed some of our recruitment and retention issues in key roles (e.g.in Building Control, Children's Social Work)
- We re-launched the Big Difference Awards, where council officers nominate a staff member or team who they consider have done something beyond their normal day job and have really demonstrated the council's values in their work



## **Planned for 2018/9 and beyond**

- Ensuring we continue to have good family friendly policies (flexible working, maternity, paternity and parental leave), including tax free benefits such as pensions, cycle to work, childcare vouchers and the Give as You Earn scheme.
- Implementation of our new staff benefits scheme (the Benefit Provider will have a dedicated team whose role is to seek out offers from local businesses).
- Alignment of relevant staff benefits (such as discounted gym membership) with the council's well-being strategy.



## **8. Ensuring the way we do things around here allows staff to be at their best, and to make our offer as an employer clear to existing and future staff**



**We promise**  
you a good place to work so  
we can do the best for the city

### **Background**

This work-stream is in its early stages of development and will involve working with services across the council to improve our physical working environment, develop our culture and communicate our employer offer both internally and externally.

### **Achieved in 2017/18**

- Think BIG staff focus group sessions have taken place on what people think of the council as an employer (this information fed into the development of the Our People Promise)
- Working with colleagues in our graphic design team to develop Our People Promise branding;
- We have provided Organisational Development and Change Management training for managers to support teams going through change.

### **Planned for 2018/9 and beyond**

- We will make sure that we sell our employee offer to the city both to our current staff and those yet to join by:
  - Externally marketing a clear, modern employee offer, through social media marketing, job fairs, LinkedIn and backed up by targeted community engagement
  - A refreshed induction programme and e-learning which proudly celebrates who we are and what we're about
  - A new internal communications and engagement strategy will be implemented in partnership with HR & OD with a focus on involvement and consistent management of our employee brand. From staff blogs celebrating the achievements and ideas of our staff, to more Think BIGs (Business Improvement Groups) to identify and champion future improvements.
- Ensuring Our People Promise is delivering organisation-wide we will:
  - work with IT&D on digital/mobile working for staff
  - work with Property & Design on improving our working environment.
  - measuring the impact of Our People Promise according to the identified performance indicators (see Appendix 4)