



Broxtowe
Borough
COUNCIL

PEOPLE STRATEGY 2019 -2022

Policy and Performance Committee 12 December 2018

1.0	Introduction
2.0	Objective
3.0	Corporate Vision and Values
4.0	What we have done so far
5.0	Workforce profile
6.0	Key themes
6.1	Building inspirational leadership
6.2	Developing our people
6.3	Developing our capacity
6.4	Recruiting the right people
6.5	Ensuring diversity and equality exists within our workforce
6.6	Supporting the well-being of our people
7.0	Other actions
8.0	Delivery of the People Strategy
9.0	Reporting

1.0 Introduction

Broxtowe Borough Council ('the Council') recognises that its workforce is its most valuable asset. Without the commitment of our skilled people, we would be unable to provide the extensive range of high quality services which we do at present.

It is essential that we develop our people and ensure they are engaged, resilient, and feel well supported. These things are important at any time but take on a greater significance with the challenges which we face going forward.

This People Strategy outlines the future needs of our workforce to enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; manage potential and plan for the future. The way in which we lead and support our people is key to the successful delivery of quality services and the priorities identified in the Corporate Plan.

2.0 Human Resources Objective

To establish and maintain a valued workforce comprising motivated, flexible, skilled people, encouraged and supported by inspirational leadership to fulfil their potential in order to provide excellent customer service and deliver the Council's priorities.

3.0 Corporate Vision and Values

The Human Resources objective of this strategy accords with the Council's stated Vision and Values which are:

Vision

Broxtowe... a great place where people enjoy living, working and spending leisure time

Values

Going the extra mile - a strong, caring focus on the needs of all communities
Ready for change - innovation and readiness for change
Employees - valuing employees and enabling the active involvement of everyone
Always improving - continuous improvement and delivering value for money
Transparent - integrity and professional competence

4.0 What we have done so far

A number of initiatives have taken place in the recent past. These include:

4.1 Mindful Employer Charter

The Council signed the Charter for Employers who are Positive about Mental Health in June 2015 demonstrating a commitment to supporting employees and job applicants who suffer from mental health issues.

4.2 Armed Forces Covenant Employer Recognition Scheme

During 2018 the Bronze Standard in this scheme was achieved. It indicates the Council's commitment to supporting the Armed Forces through its employment practices.

4.3 E-Learning

In November 2014, the Council launched a dedicated e-learning package called Broxtowe Learning Zone as a platform designed to provide employees and members with access to a range of online courses, resources, development tools and activities. Since its inception, over 15,269 courses have been completed with December 2016 gaining the most course completions within one month with a total of 1,401.

4.4 Apprenticeships

During 2012-2018, the Council offered 19 apprenticeship opportunities across the organisation and will make a commitment to continue to offer further opportunities to fall in line with the government's implementation of an Apprenticeship Levy from April 2017.

4.5 Work Experience

Work experience and other placements have also continued to be offered during 2012-2018 with a total of 140 opportunities offered of which 121 were attended working in various departments across the authority.

4.6 Brock's Benefits

During 2012-2018 the Council continued to offer employee benefits through 'Brock's Benefits', offering employees discount, saving and access to salary sacrifice schemes such as Childcare Vouchers and Cycle to Work schemes.

4.7 Employee Assistance Programme

In November 2013, the Council launched a new Employee Assistance Programme through PAM Assist, offering all employees and family members in their household with 24/7 confidential support and access to both telephone and face to face counselling.

4.8 Disability Confident Employer

In 2017, the Council achieved Level 2 (of 3) in this scheme which aims to help in the successful employment and retention of disabled people and those with health conditions.

5.0 Workforce profile

The latest data on the Council's human resources can be found on the Council's intranet.

6.0 Key themes

There are six themes to the strategy. These are:

- Building inspirational leadership
- Developing our people
- Developing our capacity
- Recruiting the right people
- Ensuring diversity and equality within our workforce
- Supporting the wellbeing of our people

We think these are important and will all contribute to our overall objective. We will have a detailed rolling action plan, refreshed annually, but the broad outcomes we expect to see are set out under each theme. The themes are interrelated rather than stand alone. Progress has already been made in some while others require more focus.

6.1 Theme 1: Building inspirational leadership

Aim: To promote a culture in which inspirational leadership is enthusiastically encouraged and the success of colleagues is celebrated.

We will seek to achieve this aim by:

- Equipping managers with the necessary training to develop their leadership skills through development programmes
- Positively challenging leaders to inspire others and develop a culture of trust and confidence
- Celebrating the successes of others
- Ensuring managers are trained in commercial opportunities
- Encouraging high and ethical standards of leadership

Our progress will be monitored by:

- % of employees who have completed on-line Code of Conduct awareness training
- Number of leadership programmes undertaken by managers and those aspiring to develop their management skills
- Staff satisfaction relating to being led by managers
- Number of successful change management initiatives completed
- Staff level of trust and confidence in managers
- Managers' ability to be role models and leaders of integrity and substance
- % of managers trained in the need for commerciality
- Number of whistleblowing cases

6.2 Theme 2: Developing our people

Aim: To provide all employees with access to training opportunities and build a culture of learning and development ensuring succession planning, employee retention, and sustainability.

We will seek to achieve this aim by:

- Identifying skills gaps and providing the necessary training tools to develop staff for the future
- Encouraging staff to continually develop through training
- Identifying training and development needs through staff appraisals
- Continually developing the Broxtowe Learning Zone e-learning portal
- Investing in apprenticeships across our diverse work areas
- Ensuring leaders at all levels are responsible for creating an environment where teams and individuals want to develop and improve
- Creating more opportunities for people to learn through non-course activities such as secondments, shadowing and coaching
- Continuing to provide clarity about what skills we expect people to develop
- Ensuring elected members have the right skills and development to undertake their role
- Increasing the number of staff with NVQ Level 2 or above.
- Undertake succession planning for specific roles.

Our progress will be monitored by:

- Number of apprenticeships created
- Number of compulsory and voluntary Broxtowe Learning Zone (BLZ) courses undertaken
- % of staff who have received an annual appraisal
- % of staff with a qualification to level NVQ 2 or above
- Average number of learning days per employee
- % of elected members receiving formal training
- % of staff who have received opportunities for secondment, shadowing, or coaching
- % of staff who are aware of their own training needs
- Number of officers who are promoted internally.

6.3 Theme 3: Developing our capacity

Aim: To actively promote and develop a workforce that is able to deliver our objectives in a changing business world through the use of technology, and agile and flexible working.

We will seek to achieve this aim by:

- Analysing the impact of changes at national level on the resourcing of our services – what will need to grow and what will need to shrink
- Understanding the potential of technology for working smarter and more cost effectively
- Proactively reviewing and redesigning services and processes to ensure they are the most effective
- Considering whether services should be directly delivered, commissioned or delivered in partnership
- Expanding and enhancing the opportunity for flexible workstyles and supporting technology to increase productivity
- Improving the ability of our people to be adaptable and agile in response to changing circumstances. mentoring, job shadowing, sabbaticals and secondments
- Ensuring that change is managed effectively and that the culture continues to develop around our agreed values
- Embracing and implementing the recommendations of the New Ways of Working Project Group
 - Developing a responsive and adaptive workforce that is open to change.

Our progress will be monitored by:

- % of employees who have worked from home as part of new ways of working
- Number of employees able to work flexibly
- Number of teams where new ways of working has been implemented
- Review of new ways of working where implemented
- % of staff who have received opportunities for secondment, shadowing, or coaching.

6.4 Theme 4: Recruiting the right people

Aim: To recruit and retain the right people who share our values.

How will we achieve this?

- Recognising managers as much for their leadership and people management skills as their professional expertise
- Approaching succession planning by supporting the development of individuals while meeting the future skills requirements of the Council
- Investing in the development of our people to ensure we retain the best skills
- Ensuring people are recruited for their values and generic skills around communication, organisation, and caring as well as their professional skills.
- Managers to identify future skills gaps
- Reviewing pay scales.

Our progress will be monitored by:

- Number of manager posts filled internally which are retained for 12 months
- Number of staff taking non-vocational development courses
- Assessment at interview to take account of values and generic skills
- % of staff turnover in skilled shortage areas
- Reducing the number of posts where there is failure to recruit

6.5 Theme 5: Ensuring diversity and equality exists within our workforce

Aim: To actively promote and sustain a diverse and integrated workforce.

How will we achieve this?

- Embedding equality and diversity with a focus on the nine protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, and sexual orientation into all aspects of Broxtowe employee life
- Developing, monitoring and reviewing equality and diversity targets
- Promoting the Council as an organisation which actively promotes and embraces diversity and equality
- Ensuring that policies and procedures promote equality and diversity at the Council
- Evaluating the grading of jobs in a consistent and transparent manner

Our progress will be monitored by:

- Achieving the 'Excellent' level within the Equality Framework for Local Government
- The extent to which employees feel that the Council is committed to equality and values diversity
- The extent to which the Council develops, values and acknowledges good practice in diversity and equality

- Achieving the “Leader” level (Level 3) in the Disability Confident Scheme
- % of staff undertaking equality and diversity training
- % of disabled and black and minority ethnic (BME) staff employed by the Council
- Membership of Defence Employer Recognition Scheme
- Reducing the gender pay gap

6.6 Theme 6: Supporting the wellbeing of our people

Aim: To support our people to maintain good physical and mental health, and promote healthy lifestyle choices.

How will we achieve this?

- Encouraging a culture which supports a positive attitude to physical and mental health, safety and wellbeing
- Actively supporting employees who have been ill to return to work in a timely manner
- Helping employees to manage change and the implications of change in a positive way
- Providing opportunities for people to assess their health and make adjustments to their lifestyles
- Encouraging an approach to work which focuses on productivity and outcomes rather than “presenteeism”
- Developing supportive, clear approaches to performance management with timely and constructive feedback
- Ensuring that employees have access to information and training to help keep the workplace safe
- Offering access to programmes to promote positive health and health improvements
- Offering confidential counselling and support through PAM Assist
- Promoting a healthy work-life balance.

Our progress will be monitored by:

- Provision of Mental Health Champions
- Membership of “We’re In” mental health initiative
- Number of managers being trained in mental health awareness
- Number of days lost to sickness absence
- Number of days lost as a result of work related stress
- Membership of Nottinghamshire Wellbeing at Work Scheme
- Regular review of HR policies
- Number of health and lifestyle programmes made available to employees

7.0 Other actions

In order to gauge the views of officers on the above and other issues, an annual staff survey will be undertaken. This will be used to assess our progress and line of travel going forward.

8.0 Delivery of the People Strategy

People management is the responsibility of all managers and the role of the Human Resources function is to work with managers as partners to meet their service objectives through their employees.

9.0 Reporting

Progress against specific actions will be reported to General Management Team and to elected members by way of performance information reported to committees.

**Human Resources
Broxtowe Borough Council
Council Offices
Foster Avenue
Beeston
Nottingham
NG9 1AB**

Tel: 0115 917 7777

Email: hrd@broxtowe.gov.uk

The document is also available on our website:

www.broxtowe.gov.uk