

BCP Council People Strategy

2019 - 2023



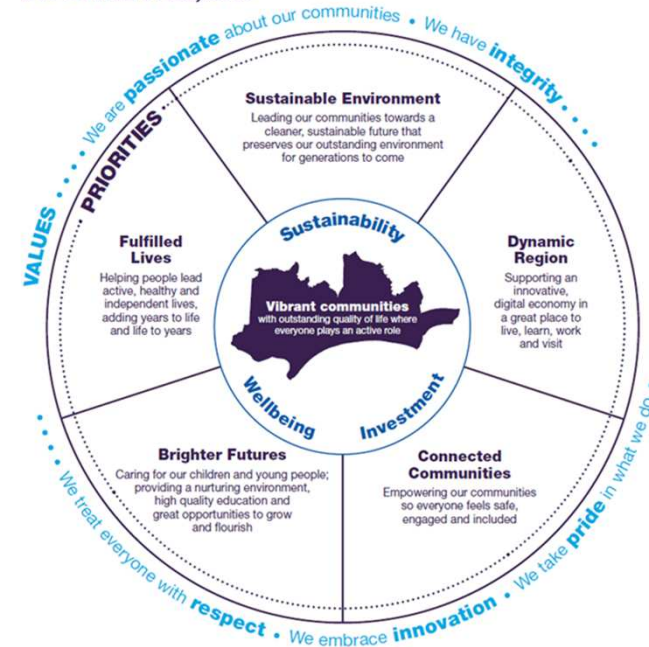
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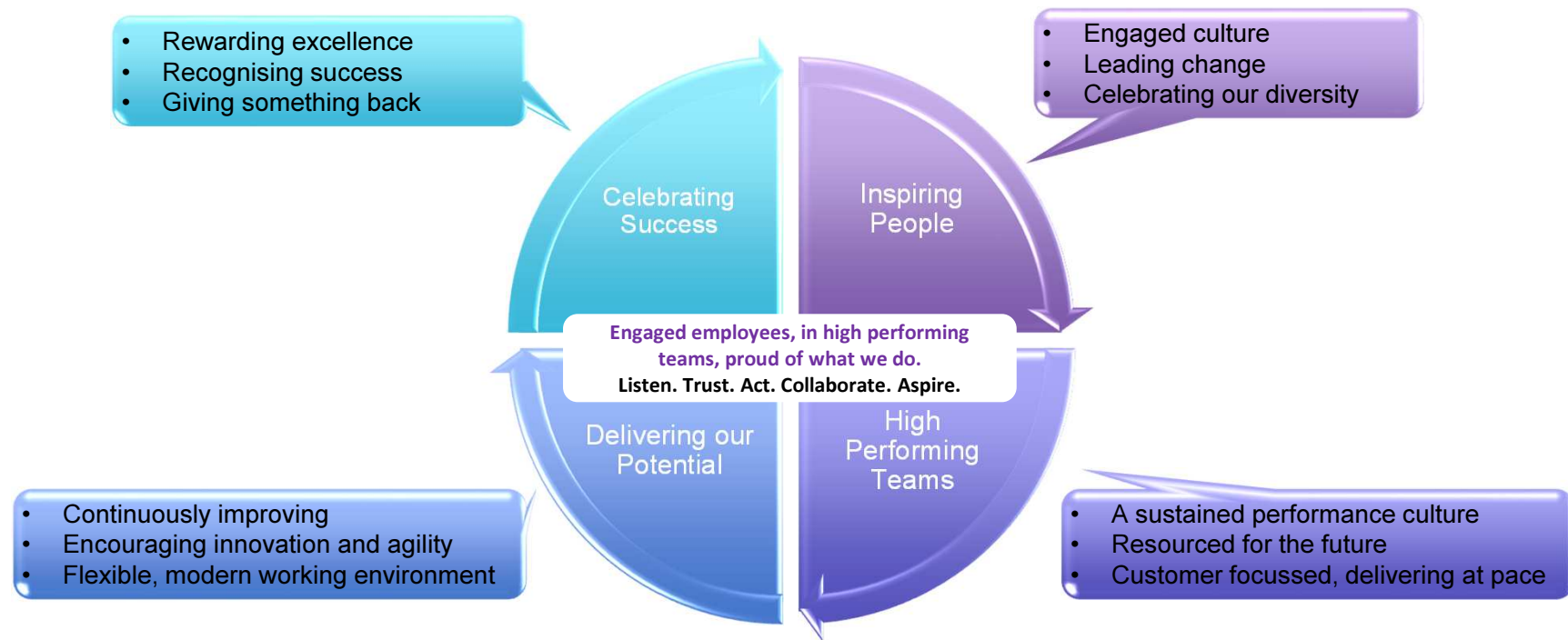
BCP People Strategy - Introduction

- The BCP Council People Strategy supports the organisation's Corporate Strategy and is aligned to ensure the desired outcomes are achieved.
- The strategy is grouped under four priority themes within which are twelve major workstreams that will deliver the desired outcomes. The People Strategy will cover the period 2019 – 2023 and will be delivered through an action plan with measurable deliverables.
- The strategy is designed around the following principles;
 - the employee experience is at the heart of everything we do
 - we embed our values and behaviours to enable our strategy
 - we work as a team, where everyone has clarity, feels enabled and recognised to do the right thing
 - we work in a modern working environment that is inclusive, safe, ethical and supports our development and personal growth.

BCP Council's Plan, 2019



BCP People Strategy Summary



We are **passionate** about our communities – We have **integrity** – We treat everyone with **respect** – We embrace **innovation** – We take **pride** in what we do

Inspiring People

In an ever-changing climate we will be expected to embrace change and new ways of working more so than ever before. This will require an aspirational and ambitious mind-set. The resulting cultural change will be reliant on a highly engaged workforce, that will require excellent leadership and an inclusive environment. Our values and behaviours will be essential to this.

- The major workstreams within this theme are;
 - **Engaged Culture**
 - **Leading Change**
 - **Celebrating our Diversity**



Inspiring People – Engaged Culture

We will..

- be a values led organisation, reinforced with an embedded behaviours framework detailing our priority behaviours of;
 - **Listen, Trust, Act, Collaborate and Aspire**
- understand current levels of employee engagement and set ambitious targets for improvement.
- introduce real-time reporting and feedback to create an engaged workforce that reflects the communities we serve.
- define the culture that we want to see in our future organisation through employee engagement.
- communicate widely and frequently with clear and consistent messages, using multi-media platforms.
- **Outputs**
 - Organisational Analytics – baseline and targets
 - People Strategy
 - Behaviours Framework
 - Engagement Survey as part of a Employee Engagement Programme
 - Internal communications plan



Inspiring People – Leading Change

We will..

- implement change in line with our selected organisational design and operating model.
 - require effective leadership at every level of the organisation.
 - prioritise competence over status, so that change can be truly employee led.
 - have leaders who are inspiring communicators and story tellers, resilient in their approach to change and providing clear leadership.
 - strive to be equitable and consistent with our Pay and Reward offer with modern Terms and Conditions.
 - have a values led HR policy framework that will be appropriate for a dynamic and forward-thinking organisation.
- **Outputs**
 - BCP Council Organisation Design including embedding of new Operating Model
 - Leadership Development Programme
 - Pay and Reward including Terms and Conditions
 - HR Policy Framework



Inspiring People – Celebrating our Diversity

We will..

- create an environment of inclusion, ensuring all our colleagues feel valued, safe and aligned to the Council's Plan.
 - progress from equality to diversity to reach a level of true inclusion.
 - recognise differences and celebrate them as a strength.
 - be more reflective of the society we serve, removing inequality and celebrating diversity.
 - be progressive in creating employment opportunities for a wider demographic from our community.
- **Outputs**
 - E&D Framework
 - Network Groups
 - Social mobility program
 - Employment opportunities for all



High Performing Teams

We take pride in delivering services to our communities. We need to demonstrate that we have listened and have acted. We must ensure we have the right people, processes and tools in place for the future. We will ensure long-term strategic workforce planning is understood and informs a realistic, sustainable plan to resource the capabilities we need, including increasing our internal talent and succession plans.

Our performance culture and wellbeing strategy will set us apart from our competitors ensuring a market differentiator that will both attract and retain employees, as well as help us build sustained, high performing teams. Leaders will role model a healthy approach to work, ensuring they balance both their own workload as well as that of their teams, to ensure there is pace and performance in a sustainable climate.

- The major workstreams in this area are;
 - **A sustained performance culture**
 - **Resourced for the future**
 - **Customer focussed, delivering at pace**

A blue, curved graphic element resembling a stylized arrow or a corner of a document, pointing towards the bottom left. It contains the text "High Performing Teams" in white.

High
Performing
Teams

High Performing Teams - A sustained performance culture

We will..

- be a performance focussed organisation where high performance will be encouraged, recognised and rewarded.
 - establish an innovative Performance Management Framework, supporting the roles and capabilities that we need.
 - Have honest and open conversations which will ensure our people always know what is expected of them.
 - value talent and recognise high performers.
 - ensure those with high potential are identified, stretched and rewarded appropriately.
 - have a world class Wellbeing Strategy and offering.
- **Outputs**
 - Performance Management Framework
 - Talent management and succession plans
 - Wellbeing strategy



High
Performing
Teams

High Performing Teams – Resourced for the Future

We will..

- develop an Employee Value Proposition (EVP) that is attractive and compelling to potential employees.
 - prioritise the employee experience when they are onboarded into our organisation.
 - understand the capabilities we may require in the future, building a pipeline of talent and capability.
 - focus on the 'hard to find' skills and the skills that do not yet exist based on an organisational wide gap analysis.
 - be focussed on the future and a long term approach to analysing work trends and how they will inform how we work.
 - adapt and change in response to external market forces.
 - increase our focus on 'early careers', increasing our numbers as a leading provider of Early Careers within the area.
- **Outputs**
 - EVP - A compelling offer to attract and retain talent, Effective recruitment and selection process and system
 - Onboarding and Induction process
 - Workforce development plan
 - Early Careers program



High
Performing
Teams

High Performing Teams – Customer focussed, delivering at pace

We will..

- put our customers' needs first, and in doing so seek to understand their needs, listen to their views and act on them.
 - use performance metrics to measure our success, learning from the data.
 - aim to increase our customer satisfaction ratings year on year.
 - be ambassadors for our organisation and take pride in our work.
 - enable customers to help themselves and foster empowered communities.
- **Outputs**
 - Understand customer satisfaction levels and act upon them
 - Service plans with identified deliverables
 - Supported by Behavioural and Performance Management Framework



High
Performing
Teams

Delivering our Potential

We aim to be at the forefront of learning and innovation so that all our people can be the best possible version of themselves. We will create an organisation that is motivated to learn and continuously improve. We will invest in systems and technology so that our people can learn and work at times that are most appropriate for them and the organisation. We will evolve as a learning organisation to be bold, learn from our mistakes and to try new things. We will create a modern and agile environment that is conducive for people to learn.

- The major workstreams in this area are;
 - **Continuously improving**
 - **Encouraging innovation and agility**
 - **Flexible, modern working environment**

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Delivering our
Potential

Delivering our Potential - Continuously Improving

We will..

- be a learning organisation, committed to lifelong learning and continuous improvement.
 - ensure our employees feel empowered and trusted to make improvements for the organisation and the community.
 - deliver a Learning and Development Strategy to enable individuals and services to realise their potential.
 - focus on leadership and management development, ensuring employee engagement, performance and retention.
 - develop cross-skilling, increasing service resilience and broadening career development opportunities.
- **Outputs**
 - Learning & Development Strategy
 - Leadership and Management development
 - Personal development plans
 - Career pathways
 - Coaching and mentoring programme

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Delivering our
Potential

Delivering our Potential - Encouraging innovation and agility

We will..

- capitalise on the knowledge and experience of our workforce and communities to inform strategy development.
 - use data to develop insight and to influence future transformation.
 - improve our IT literacy to better exploit technology and increase resilience and performance.
 - encourage innovation and embrace change.
 - harvest all of the untapped potential within the organisation by listening and trusting our people.
 - feel empowered to make change and do the right thing for the right reason.
 - become more comfortable working in complex and ambiguous environments.
 - use empathy, emotional intelligence and behaviours to guide our decisions.
- **Outputs**
 - Big Data and analytics
 - Future trends analysis
 - Options to develop ICT skills
 - Technology investment



Delivering our Potential - Flexible, modern working environment

We will..

- introduce world-class people policies that enable flexibility, within a collaborative environment.
 - foster collaboration and creativity with more open plan meeting spaces and open-door policies.
 - adopt a flexible employment model, generating the potential for a lifetime relationship with the organisation.
 - attract talented individuals wanting meaningful work who continue to contribute to the organisation.
 - support and develop our people to operate effectively in a 21st century working environment.
 - adopt new ways of working, focusing on technological, environmental and behavioural change.
- **Outputs**
 - Flexible employment model
 - Technology enabled
 - Environment conducive to flexible, modern working



Delivering our
Potential

Celebrating Success

We recognise, reward and incentivise high performance where good things happen to good people. This will be the basis for our Rewarding for Performance framework. We will develop a compelling Total Reward that is attractive to existing and future employees. We will celebrate success, recognition will become part of our DNA. We will celebrate those that do difficult work, make a difference, improve lives, go over and above and give discretionary effort. We will recognise internally and externally, we will seek out feedback from our communities to identify the employees that truly role model our priority behaviours within our organisation.

- The major workstreams in this area are;
 - **Rewarding excellence**
 - **Recognising success**
 - **Giving something back**



Celebrating Success – Rewarding Excellence

We will..

- ensure equity and consistency in recognising success across our organisation.
 - be competitive in our offer, across pay scales, terms and conditions, total reward and supporting policies.
 - explore the options for incentivising our people to be highly performing.
 - look to design reward packages that are flexible and compliment roles and the demographics of our workforce.
 - identify where performance has been exemplary to demonstrate the standard expected of our people.
- **Outputs**
 - Pay and Reward
 - Future Total Reward Strategy
 - Incentives and Team rewards
 - Rewarding for performance framework



Celebrating Success – Recognising Success

We will..

- celebrate our success and recognition will be part of our DNA.
 - recognise commitment and performance within our community at a local and organisational level.
 - empower our leaders to recognise the right performance and the right behaviours.
 - focus on those that excel and those that role model our values and behaviours.
 - implement a formal recognition scheme that celebrates the best in our organisation.
 - seek external accreditation and recognition to increase employee engagement, pride and productivity.
- **Outputs**
 - Recognitions Scheme - Local recognition, BCP Council wide awards scheme, Chief Exec's Awards
 - Community Nominations
 - External recognition - Honours and Awards, industry/functional external recognition



Celebrating Success – Giving Something Back

We will..

- celebrate the passion our people have for our communities and the environment.
 - explore opportunities for leading by example in the area of corporate responsibility.
 - encourage our workforce to become volunteers with a leading volunteering policy.
 - demonstrate our commitment to sustainability in our policy development.
 - promote green initiatives, as part of our commitment to the council's Climate Emergency declaration.
 - lead on flexible policies that support employees that have fostering, caring and youth groups responsibilities.
 - be committed to the Armed Forces Covenant that supports veterans, reservists and their families in the area.
 - look to create social mobility opportunities for care leavers, ex-offenders and those with disabilities.
- **Outputs**
 - Sustainability at the heart of our Organisation Design
 - Volunteering policy
 - Leading Family friendly policies
 - Social mobility program/employment opportunities



Implementation Plan

- Consideration has been given towards the prioritisation of activities, however progress will be made against all workstreams annually. Prioritisation has been based on employee engagement and feedback (see table).
- The workstreams will have a number of measurable actions and outputs each year of the strategy which will be reviewed in order to demonstrate progress.
- The Implementation Action Plan details these measurables.

Themes	Workstreams	Priority
Inspiring People	Engaged culture	1
Inspiring People	Leading Change	2
High Performing Teams	A sustained performance culture	3
High Performing Teams	Resourced for the future	4
Inspiring People	Celebrating our diversity	5
Delivering our Potential	Encouraging innovation and agility	6
High Performing Teams	Customer Focussed, delivering at pace	7
Delivering our Potential	Continuously improving	8
Delivering our Potential	Modern, flexible working environment	9
Celebrating Success	Rewarding excellence	10
Celebrating Success	Giving Something Back	11
Celebrating Success	Recognising success	12