

# OUR PEOPLE STRATEGY 2016 - 2020

Human Resources and Organisational Development



## WORKFORCE VISION

A motivated, engaged and skilled workforce focused on meeting the needs of the citizens of Plymouth

We will focus on three key themes to support the transformation of the Council

### TALENT

We will attract and retain talented people and develop their strengths

### LEADERSHIP

Our leaders will be confident, inspiring, and role model our values

### CULTURE

The way we will do things around here to be at our best

## How we will know we have been successful?

### When our people tell us

- I have **opportunities to learn and develop** my career
- Our **leaders live by our values** and are positive role models
- I am **inspired** to **give my best** every day
- I believe Plymouth City Council **cares about me** and is committed to **my health, safety and wellbeing**
- I work hard but still enjoy a healthy **work life balance**
- I feel that **what I do matters** and my contribution counts and is **rewarded fairly**
- I can access **simple, standard tools and processes** which help me to **achieve my objectives**

### When our Council transforms to

- Match the **talents, strengths and interests** of our staff to the work we need to do
- **Retain and motivate staff** with a total reward approach to **pay, reward and recognition**
- Be an employer staff are **proud to work for**, promoting our vision, purpose, values and goals
- Foster a **culture of collaboration, innovation and engagement** that **enables or empowers** staff to listen, understand and **work together** to respond to our citizens' needs
- Be an **outcome focussed, values led** culture
- Increasingly **celebrate and value** its diversity

## Our people plan will be underpinned by our corporate values

### WE ARE DEMOCRATIC

Plymouth is a place where people can have a say about what is important to them and where they can change what happens in their area.

### WE ARE RESPONSIBLE

We take responsibility for our actions, care about their impact on others and expect others will do the same.

### WE ARE FAIR

We will be honest and open in how we act, treat everyone with respect, champion fairness and create opportunities.

### WE ARE PARTNERS

We will provide strong community leadership and work together to deliver our common ambition.

# INTRODUCTION TO OUR PEOPLE STRATEGY

“Plymouth is an ambitious City with huge growth potential and is undergoing exciting changes. Plymouth City Council takes a lead role in these ambitions, driving towards the vision in our Corporate Plan of a Pioneering, Growing, Caring and Confident city. In order to achieve this, we need a motivated, engaged and skilled workforce who are focused on meeting the needs of the citizens of Plymouth. This People Strategy will ensure that the Council has the workforce our City needs in the future.”

*Councillor Ian Bowyer  
Leader, Plymouth City Council*



“Our Council has faced some huge challenges over the past few years: reducing funding and increasing demand for services has meant that we had to meet a £65 million gap in funding. Our workforce has done a fantastic job in meeting those challenges, but there are more ahead. Over the next three years we must meet a further £37 million gap in funding as well as improve services to meet the changing expectations of our citizens and embrace digital technology. The coming three years will see further big changes in the way that we work. To achieve all of this it is critical that we develop and invest in our workforce. This People Strategy is our plan for how we will do that; by focusing on three key themes: our Talent, our Leadership and our Culture.”

*Tracey Lee  
Chief Executive, Plymouth City Council*



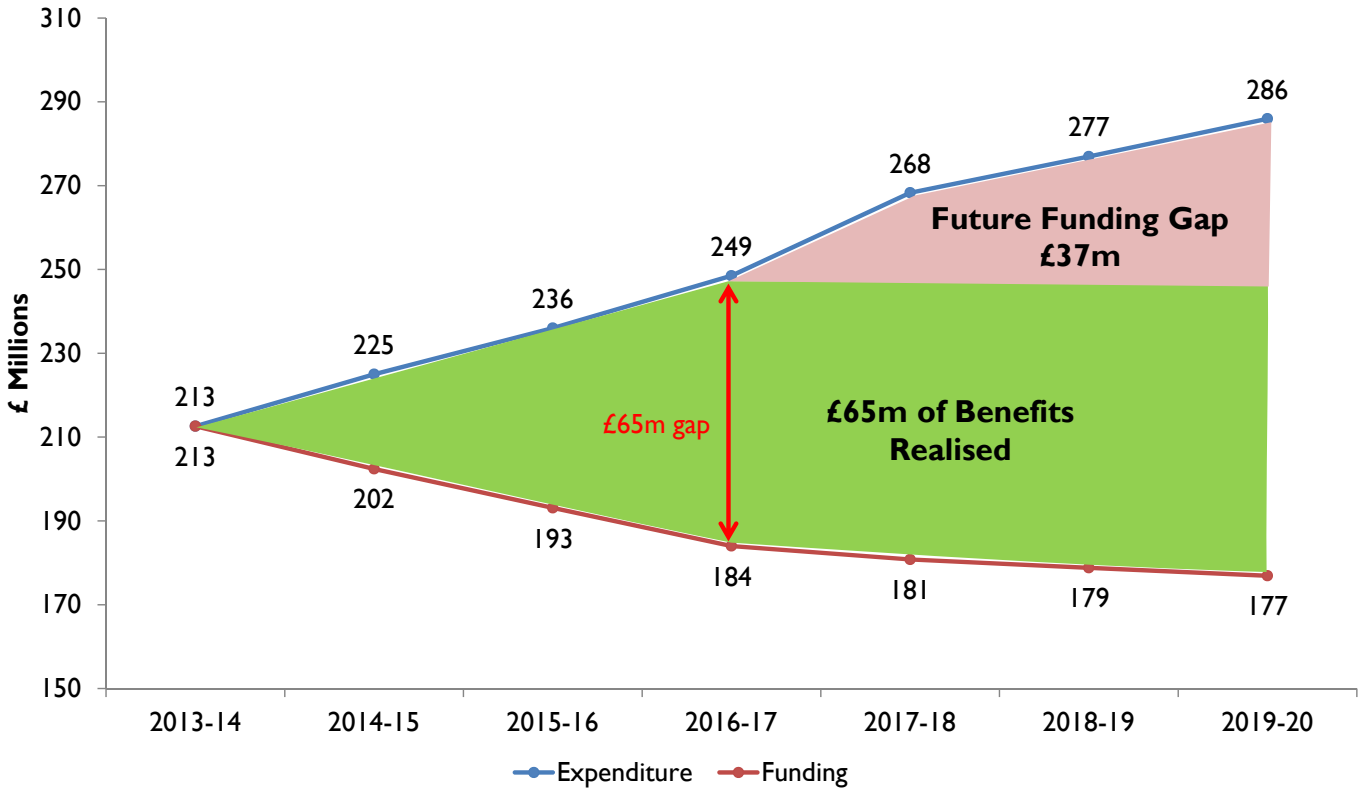
“Our People Strategy was developed in 2016, taking a co-design approach, involving the Council Leader and Cabinet Members and our Corporate Leadership team and Management teams, with advice and input from our Human Resources and Organisational Development (HR & OD) experts. Our HR & OD department will be guardians of the people strategy and will monitor, support and enable it; but it is a plan for our whole organisation that will ultimately lead to a higher performing Council and better outcomes for the Citizens of Plymouth. We are kicking off our People Strategy in 2017 and will review our progress and update it annually.”

*Dawn Aunger,  
Assistant Director of Human Resources and  
Organisational Development, Plymouth City Council*



# KEY FACTS AND FIGURES

We have met a £65 million funding gap, but have another £37 million to meet over the next 3 years



Our workforce provides and commissions over 300 services for the citizens of Plymouth

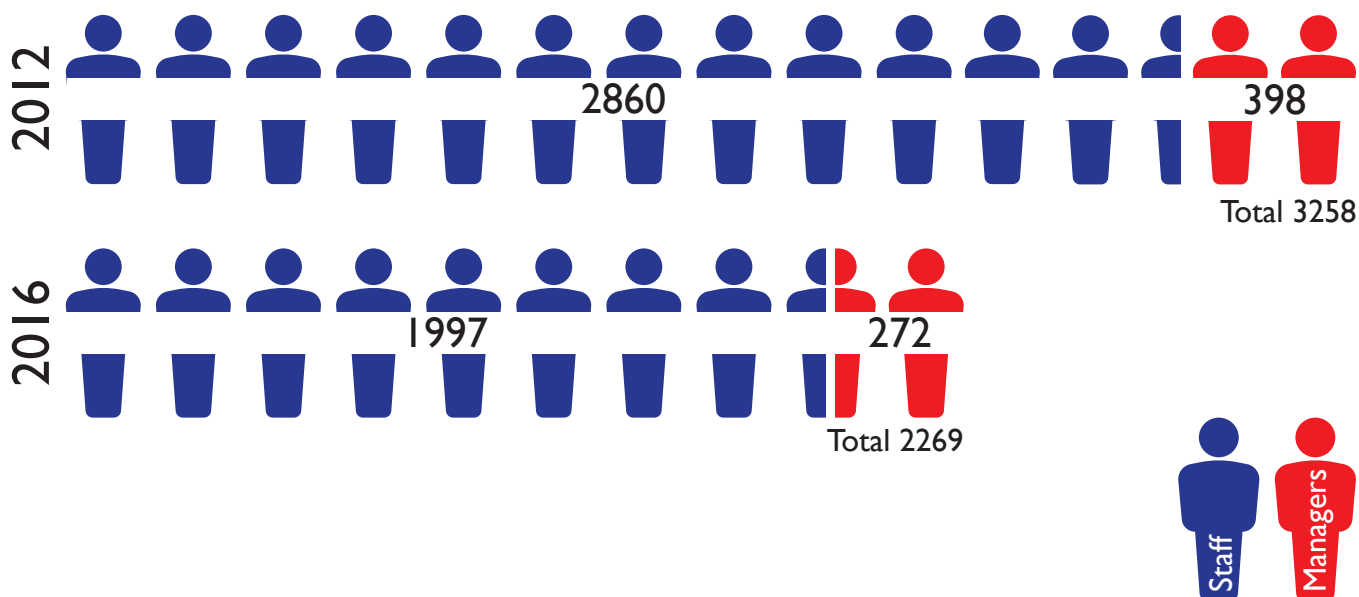


In 2016/17 we invested over £800,000 in developing our workforce to do the jobs of the future

## THE CHANGING SHAPE OF OUR WORKFORCE

By working with our partners in new ways, and in response to the financial challenges, we have reduced our workforce significantly over the past four years. This has been done through voluntary release schemes, service reviews, and transferring sections of our workforce to new or partner organisations such as CaterEd, Delt, and Livewell SW. Overall, the Council has shrunk by approximately a quarter since 2012 (or approximately 7% year on year). We cannot predict exactly what the workforce will look like by 2020, although we are planning our workforce to help us identify what it might need to look like. What we do know, is that we will continue to change the way we work and reshape the Council, in response to the future challenges we face. This means that we may see a similar shrinking of the workforce over the coming years.

### PLYMOUTH CITY COUNCIL WORKFORCE NUMBERS (full time equivalent)



'Managers' are defined as roles higher than salary grade H that have people responsibility.

Despite the challenges facing the Council, our workforce is more engaged than ever

2010  
57%

2015  
64%

# TALENT

We will attract and retain talented people and develop their strengths

## WHY FOCUS ON TALENT?

Talent management will enable us to build a future workforce that is engaged, motivated, has the right knowledge, skills and behaviours, is cost effective, and focused on delivering the right outcomes for the citizens of Plymouth.

We work in a complex system and we need to create new ways of enabling whole system change and improvement through talent management across this system. Future challenges include: systems leadership; digital services; integrated and joint teams; working across teams; equip people with the ability to 'passport' flexibly between organisations and sectors; behavioural change to empower and enable people to deliver organisational outcomes.

## WHAT WILL WE DO?

We will ensure we have strong pipelines for bringing talent into the organisation and the system, and developing, keeping and maximising the investment in the talent we have. This means: addressing skills gaps with targeted learning and development solutions, creating talent pathways to get the most from our staff; and improving our employer brand, workforce planning, career management and succession planning, and ensuring the diversity of our organisation.

We have six council-wide workforce development priorities set by DMTs in 2015: management development; commercial finance; political awareness; customer focus; ICT and projects. This is in addition to the core offer (induction, health and safety, core e-learning and soft skills courses for staff and managers).

We are committed to investing in our people, and we allocated £800,000 in 2016 to support the Council's transformation by enabling a step change in the capability of our workforce. For 2017 we are continuing this commitment and further building our capability with an investment of £200,000.

## HOW WILL WE KNOW WE HAVE BEEN SUCCESSFUL?

We will have workforce plans in place that enables us to understand our workforce profiles, to forecast what roles we need to recruit to, retain or remove, what skills we will need to meet shortages in supply, and to proactively manage our largest cost: our pay-bill.

We will have a workforce that is well integrated with and connected to the wider system.

We will benchmark ourselves against the highest performing organisations.

We will have a high performing and diverse workforce.

We will have a strong employer brand, being seen internally and externally as a great employer with a strong total reward offer.

We will have high employee engagement levels that demonstrate high productivity.

We will have more transparency on workforce development spend and a clear understanding of the return on our workforce development and talent investments.

We will meet ambitious apprenticeship targets and grow leaders that are fit for the future.

We will have a diverse workforce across all levels of our organisation, reflecting the diversity in our communities and acting as a role model in the city and region.

## HOW WILL WE MEASURE PROGRESS?

- Apprentices as a percentage of our workforce
- External hires as a percentage of roles we fill
- Percentage of the organisation covered by a workforce plan

# LEADERSHIP

Our leaders will be confident, inspiring, and role model our values

## WHY FOCUS ON LEADERSHIP?

Leadership drives culture and employee engagement which in turn drives productivity.

Our leaders will enable our people plan: living our values, managing our talent and shaping our culture to meet the needs of Plymouth citizens.

## WHAT WILL WE DO?

We will drive systems leadership development to build visionary, ambitious and effective leaders who build connections and work across boundaries.

We will implement a leadership framework for all levels of leaders across the organisation and for multi-agency systems leadership development.

We will ensure the fundamental management skills are in place to enable leadership – e.g. strategic thinking; performance management; planning; risk management; commercial skills; decision making; problem solving; resilience, communication skills; emotional intelligence, health, safety and wellbeing.

We will support our leaders to deliver more and different things with less, remaining resilient in face of unprecedented change and financial challenge, embracing creativity and innovation.

## HOW WILL WE KNOW WE ARE SUCCESSFUL?

Our people will say they trust and respect leaders.

Our people will say that leaders role model our values and demonstrate positive behaviours.

Our people believe that leaders value their health, safety and wellbeing and drive this agenda.

Our employee engagement levels will continue to rise.

Our people will say they are managed well and treated with trust and respect.

Our workforce productivity will increase.  
Our leaders work in partnership with other leaders across the system to create the right conditions for success.

Our leaders create an inspiring vision of the future and engage the workforce with this narrative.

## HOW WILL WE MEASURE PROGRESS?

- Employee satisfaction with managers
- Employee satisfaction with senior leaders
- Percentage of managers and leaders who have received targeted leadership development.



# CULTURE

The way we will do things around here to be at our best

## WHY FOCUS ON CULTURE?

Corporate culture can have a huge impact on an organisation's work environment and output.

Organisational elements (stories, symbols, power structures, organisational structures, control systems, rituals and routines) need to be aligned with one another and with corporate strategy to enable our organisation to perform at its best.

## WHAT WILL WE DO?

We will seek to explore and understand who we are as an organisation, how we do things, and how we can be at our best. We will do this through an ongoing, organisation-wide series of conversations.

Deliver a significant change programme for flexible (Smart) working.

Improve internal communications to be at the heart of changing culture.

Enhance positive employee relations.

Bring our values to life throughout the employee lifecycle.

Deliver the Wellbeing Charter to embed health, safety and wellbeing in the organisation.

Focus on increasing employee engagement by developing a strong strategic narrative, organisational integrity, engaging managers and employee voice.

Focus on Organisational Development: culture change, employee engagement, workforce planning, talent management and organisational design; aligned to business priorities.

Apply a new Total Reward Framework that positively influences people's behaviours on a day to day basis.

## HOW WILL WE KNOW WE ARE SUCCESSFUL?

Our values will be reflected in our culture, the way we do things around here to be at our best.

'How we do things around here' will enable the workforce vision to become a reality.

Our employee engagement index will continue to rise.

Our staff will say that Plymouth City Council is a better place to work and act as advocates for our organisation.

Our staff will feel we are serious about improving wellbeing, and supporting them to be healthy, safe and resilient, including proactive health and safety management.

We will achieve external recognition for our achievements locally, regionally and nationally.

We will see a shift in the way we do things, including:

- Thinking about our **Customers** as **Citizens** – a different kind of relationship with them
- Thinking first about the **Outcomes** we want and then designing **Services** around them
- Using our **Data**, including listening to people, to make more **Intelligent** decisions
- Considering **Risks** but also looking for **Opportunities**

## HOW WILL WE MEASURE PROGRESS?

- Employee engagement levels
- Employee views on the way that the organisation manages change
- Employee advocacy of our organisation

# PEOPLE STRATEGY ROADMAP

2016-2017		
TALENT	LEADERSHIP	CULTURE
<p>Every department will produce a three year workforce plan to ensure that they have the workforce they need both now and in the future to deliver provide citizens with the services they need.</p> <p>Our new Total Reward Framework will ensure a modernised and joined up approach to pay, reward and recognition so that we can attract and retain talented people.</p> <p>We will complete our investment of over £800,000 in staff to support them to do the jobs of tomorrow.</p>	<p>50% of our managers will receive a targeted form of leadership development that helps them motivate and engage our workforce and drive service changes.</p> <p>Leaders will lead by example, role modelling desired behaviours and values.</p> <p>Our previous investment in Systems Leadership training will be cascaded by targeted 'Team Plymouth' development events for our top 100 leaders.</p>	<p>Managers will confidently tell the story of 'Our Journey' and our future purpose and vision.</p> <p>We will introduce new ways of engaging our workforce and giving our people a stronger voice.</p> <p>We will introduce Smart Working across the organisation, enabling our people to work in a more agile way, trusted and empowered, to help drive workforce productivity.</p>

2017-2018		
TALENT	LEADERSHIP	CULTURE
<p>We will deliver our departmental workforce plans and develop whole organisation workforce plans. We will seek to engage with Plymouth partner organisations to develop a place-based approach to talent.</p> <p>We will develop an employer value proposition and brand.</p>	<p>All of our managers will have received a targeted form of management development over the past two years.</p> <p>Our leaders will be managing across departmental and, where possible, across organisational (whole system) boundaries.</p>	<p>We will improve our performance management approach, ensuring performance, behaviours and development needs are regularly discussed throughout the year and training is targeted to need.</p> <p>We will complete our Smart Working rollout, enabling work to become an activity, not a place.</p> <p>Our engagement strategy will drive the conditions for success: we will have a strong strategic narrative, engaging managers, organisational integrity and employee voice.</p>

2018-2020		
TALENT	LEADERSHIP	CULTURE
<p>Public sector workforce development plans will be developed across organisational boundaries</p>	<p>Our leaders will increasingly be managing across organisational boundaries, in partnership with public sector leaders and sharing responsibility for outcomes for citizens.</p>	<p>We will have a highly engaged workforce, focused on outcomes for citizens, working in an agile way across organisational boundaries.</p>