

BARNSELY METROPOLITAN BOROUGH COUNCIL

REPORT OF: WENDY POPPLEWELL, EXECUTIVE DIRECTOR CORE

TITLE: 18-month review of People Strategy Action Plan and next steps

REPORT TO:	Audit & Governance Committee
Date of Meeting	20 September 2023
Cabinet Member Portfolio	CABINET SPOKESPERSON CORE SERVICES

Purpose of report

To update Audit and Governance Committee on the 18-month progress made against the People Strategy Action Plan and provide next step actions.

Council Plan priority

- Enabling Barnsley
- Learning Barnsley
- Growing Barnsley

1. INTRODUCTION

- 1.1 Following the launch of our People Strategy and associated action plan in January 2022, this report provides an 18-month review of progress and achievements against the People Strategy Action Plan (see appendix A). The report also considers our priority actions for the next 18 months.
- 1.2 The council is undergoing a significant period of transformation and the People Strategy will play an integral part in delivering change and meeting our 2030 ambitions as part of our Enabling Barnsley priority.
- 1.3 The People Strategy has three key themes:
 - Effective leadership, values and culture
 - Maximising organisational capacity and capability
 - Employee experience.
- 1.4 The People Strategy Action Plan is reviewed regularly by the council's People Board, whose remit includes understanding and developing our people, and ensuring they are in the best possible position to achieve our council objectives.
- 1.5 The Audit team is currently completing a review of the action plan and any recommendations will be implemented within appropriate timescales.
- 1.6 The People Board has confirmed the completion of the following actions during the first 18 months of the plan.

People Strategy Theme	Action	Note
Theme 1 Effective Leadership, Values and Culture	1.1 a) Review and update intranet content to provide staff with clarity around 2030, council plan and priorities	Action was completed in 2022 with appropriate links made
	1.1 b) Develop guidance to support employees to understand how to link council priorities to their own	Action was completed in 2022 with links made through PDR guidance
	1.1 c) Communicate priorities and achievements through staff bulletins, Let's Talk and Talkabouts	Regular communications shared weekly through Let's Talk newsletter and regular face to face/virtual events
	1.1 d) Embed the new vision, priorities, outcomes and values within the Barnsley Leadership and Future Leaders Programmes	Embedded in the IODA leadership programmes
	1.3 b) Promote our new values and behaviours – increase the percentage of staff understanding our Barnsley values and behaviours	Employee survey results have been shared with all employees. Individual Business Unit Action plans have been submitted to HR&OD (April 2023). The results show that 92% of employees know and understand our values and behaviours. HR&OD and Communications and Marketing are further promoting our values and behaviours during 2023
	1.4 a) Launch manager masterclasses	Programme rolled out as part of IODA leadership offer
	1.4 b) Embed the required areas of leadership focus into the Barnsley Leadership and Future Leaders Programmes, where appropriate	Action was completed in 2022 and embedded in the IODA leadership programmes
Theme 2 Maximising Organisational Capacity and Capability	2.1 a) Launch and promote the Manager Hub to provide clarity around a manager's responsibilities in relation to effective governance and management	The Manager Hub is now available to all managers and leaders to access appropriate policies and guidance
	2.1 b) Launch the new risk management system and check, challenge, review and cleanse risks on the system	Action was completed in 2022 with risk owners regularly updating risks with mitigating actions
	2.2 a) We have flexible, user friendly guides and protocols to support our employees at work	Completed employee policy framework setting out timescales for review of all policies, linked to the HR work plan
	2.7 a) Create a Digital Skills SharePoint site to encourage employees to help themselves, each other, and our customers	Digital skills hub has been launched and available to all council employees to learn and develop digital skills
	2.8 d) Increase the number of work placements available through the Kickstart programme	23 new entry apprenticeships identified from the apprenticeship register. Senior HR Business Partners are working to support services and encourage leads to recruit to these vacant positions
		Developed and implemented our first Learning at Work Week. This festival of

		learning showcased events with people offered the opportunity to attend bitesize learning activities to increase their knowledge. Over 40 sessions were delivered in one week, with 397 employees booked onto both work-related as well as personal upskilling events. Activities included change management and being commercially skilled, improving Excel skills, understanding automation and robotics as well as wellbeing events such as walks and yoga sessions
Theme 3 Employee Experience	3.1 a) Launch our workforce recovery plan	Action was completed in 2022
	3.1 b) Ensure opportunity for all employees to undertake recharge activities	Action completed in 2022 with ongoing promotion of wellbeing initiatives
	3.2 Develop commitment statements to make it clear about the responsibility of ourselves and how we'll help each other to stay well in this new world we're in	Action completed as part of a previous culture workstream
	3.3 c) Retain employee engagement in workplace initiatives	Achieved Gold Standard as part of Be Well @ Work. Work is ongoing to update the council's website
	3.4 a) Establish employee networks for BME, disabled, LGBT+ and women, each championed by a member of the senior management team	We have established a PROUD Network (LGBTQ+ employees), network for young employees and Menopause Café to help increase networking, learning and support
	3.4 c) Ensure future employee surveys include questions relating to inclusion	Item discharged at People Board in March 2023. Inclusion data will continue to be monitored throughout 2023 Employee Survey.
	3.8 a) Implement our Smart Working Programme	Hybrid working is now in place and detail has been communicated to services for monitoring

1.7 Work continues to monitor the People Strategy Action Plan, to ensure we meet the priorities agreed against the three themes. The table below demonstrates actions that have started and are ongoing against the action plan.

People strategy theme	Ongoing workstreams
Theme 1 Effective Leadership, Values and Culture	1.2 a), b) and c) We are continuing working with our customer services team to produce an in-person customer services training event
	1.2 a), 1.7 b) and 1.7 d) We have developed a draft framework for our mandatory and essential learning for all employees. This will be communicated to all employees over the summer 2023.
	1.4 We have commenced management essentials training with the first topic based on attendance management. The first pilot session took place in June, with a rollout plan scheduled for summer 2023
	1.4 b) We are scoping an interim training provider to deliver leadership training, utilising apprenticeship levy where feasible
	1.4 c) We are putting together a mentoring and coaching programme initially to support managers and leaders
	1.5 a) We will create a toolkit to support services in the development of networking groups. This will be hosted on the Manager Hub
	1.6 a) and b) Work is continuing to develop commercial awareness skills. Commercial Business Partners are supporting services with briefings
	1.6 a) and b) A Commercial Awareness SharePoint is being developed and will be launched with an e-learning activity and in person training
	1.7 a) We are working on an EDI action plan for 2023-24, ensuring compliance with our statutory obligations
Theme 2 Maximising Organisational Capacity and Capability	2.3 a), b) and c) We are reviewing our workforce development toolkit to enable services to commence workforce and succession planning
	2.7 b), c), d) and e) We will be launching a new Digital Microsoft programme, including deployment of Microsoft platforms, and learning pathways enabling our people to be more digitally skilled
	2.8 e) We have agreed to commence a rolling three-year programme on the National Graduate Development Programme, with recruitment to the scheme every year for the next three years.
Theme 3 Employee Experience	3.3 b) We are continuing to develop 'HR Management Essentials' and Change Management sessions will be rolled out during the period of transformation to better enable our managers to support their people
	3.3 c) We have devised a wellbeing event for employees, spread over two days, to be held at Smithies Depot in July inviting speakers and providing information from a wide range of health and wellbeing organisations to enhance mental and physical health and wellbeing
	3.6 a) After sharing the employee survey results and analysing the feedback received, we have established an Employee Experience Group. This group will help support engaging with our workforce and feeding back to our employees on their ideas and suggestions
	3.6 a) We are in the process of procuring a replacement to Investors in People. We will be using Best Companies to provide us with a new platform for engaging with our people and measuring success
	3.7 b) & c) We are working on our reward and recognition offer and have established a project group to review how we can best recognise and reward the good work of our employees

2. PROPOSAL

2.1 In terms of the next 18 months, we will continue monitoring and evaluating the People Strategy Action Plan, building on the progress we have already made.

Specific next step actions include:

People Strategy Theme	Proposals
<p>Theme 1 Effective Leadership, Values and Culture</p>	<p>1.4 As part of Enabling Barnsley a cultural change management programme will be developed and rolled out in 2023 to help reset our organisational culture and embed transformation and continuous improvement. Additionally, development workshops are taking place for a range of service areas, including Strategic Highways and Transport and Law and Governance to bring together teams and explore effective ways of working.</p>
	<p>1.4 c) and d) We are working on enhancing our leadership and management offer. This includes an interim leadership and management programme. In addition, HR will continue reviewing our employment policies under a policy framework, rolling out a programme of management essentials training</p>
	<p>1.6 We will launch and promote our Commercial Toolkit SharePoint site providing development sessions throughout the council enabling our managers and leaders to be more commercially aware</p>
<p>Theme 2 Maximising Organisational Capacity and Capability</p>	<p>2.5 a) We are working with our managers and leaders to upskill their knowledge and understanding in relation to a range of people related topics by developing some 'HR Management Essentials' learning. This is further enhanced by hosting another Learning at Work Week in 2024 making it an even bigger and better event than in 2023</p>
	<p>2.3 Review and promote a workforce development toolkit to help identify talent and succession planning</p>
	<p>2.7) Improving knowledge and skills, including digital skills, harnessing digital ways of working and reducing digital exclusion so we can better connect with our customers, communities, and partners</p>

Theme 3 Employee Experience	3.6 a) Continue supporting services by engaging with our workforce through regular communications and the work of the Employee Experience Group
	3.7 c) Develop and launch our revised Reward and Recognition offer
	Work is commencing to enhance our employee experience within the 'Modern Workplace' project. This will be supported by the new Microsoft offer
	3.8 a) Work is continuing to take advantage of the apprenticeship levy to support our people attain qualifications, whilst also offering new employees opportunities to upskill as part of their ongoing development
	To continue work in Children's Services providing support for recruiting and retaining employees, workforce planning, a service specific induction programme, and engagement with agency workers sharing benefits of joining the council as a permanent employee

2.2 Regular progress reports will be provided to the People Board who will oversee the delivery of the outcomes of the People Strategy Action Plan.

3 IMPLICATIONS OF THE DECISION

3.1 Financial and Risk

- 3.1.1 The council is going through a significant period of change and the alignment of the People Strategy with our Commercial Strategy is key to our success. Engaging with our workforce and sharing our commercial imperatives is important to ensure everyone understands the context for change.
- 3.1.2 We will support our workforce through change and provide appropriate development solutions as part of Enabling Barnsley to help manage any risks and engage, listen and respond to the needs of our people.
- 3.1.3 There are no direct financial implications associated with this report as any costs will be consumed from within existing service budgets or from the corporate training budget if necessary. Any initiatives arising from the plan that have financial implications will be funded from within current council revenue resources, e.g., apprenticeships will be funded from the levy.
- 3.1.5 There will be training implications and costs associated with the upskilling of our workforce which will be met through the transformation exercise and covered under the contract with Microsoft.
- 3.1.6 Consultations have taken place with representatives of the Director of Finance (S151 Officer).

3.2 Legal

- 3.2.1 The People Strategy champions our aim for a diverse council with an inclusive

culture in accordance with the council's Equality Act duties ensuring a legally compliant workplace. The People Strategy aims to ensure the council is representative of the people it serves.

3.3 Equality

3.3.1 The strategy champions our aim for a diverse council and inclusive culture in accordance with the Public Sector Equality Duty. It also aims to ensure that our workplace celebrates difference, and every employee feels safe, respected and valued. Key actions within the strategy include:

- ensure all employees champion equality and diversity, being compassionate, supporting others and treating each other with respect
- our recruitment and selection process is fair, simple and inclusive, using recruitment diversity data to understand and address any potential barriers for applicants and areas of underrepresentation
- establish employee networks for BME, disabled, LGBTQ+ and women
- improve workforce diversity declaration rates so we can better report and understand issues experienced by groups of employees
- update equality and diversity training to include a stronger focus on leading and managing diverse teams, using positive action under s159 of the Equality Act when appropriate.

3.3.2 An Equality Impact Assessment Pre-screening has been completed determining a full EIA is not required.

3.3.3 Equality Impact Assessments have been and will continue to be completed relating to individual projects arising because of the strategy as appropriate, for example implementation of Microsoft 365 and SAP SuccessFactors solution.

3.4 Employee

3.4.1 The People Strategy demonstrates the value we place on our people, their ideas, and innovation, with many ways of involving, empowering, and collaborating with colleagues through its implementation and delivery.

3.4.2 It helps ensure we are an inclusive organisation, where wellbeing and a people-centred culture promotes employee health, safety, engagement, respect, motivation, and productivity.

3.5 Customer and Digital

- 3.5.1 The strategy will support employees to understand and practise what good customer service looks like and how they all have a part to play in delivering this professionally by doing what we say we will do and 'getting it right' the first time.
- 3.5.2 Alignment of the People Strategy with our Customer Experience and Digital Strategies remains important for our success. Engaging our people to help enhance customer experience through digital support can improve accessibility and support, foster innovation and agility, and promote good customer relations, whilst creating efficiencies for the council.
- 3.5.3 The strategy aims to improve our employee and Member knowledge and skills, including digital skills, harnessing digital ways of working and reducing digital exclusion so we can better connect with our customers, communities, and partners.

3.6 Communications

- 3.6.1 We will continue to communicate and engage with employees, so they understand actions we have implemented under the strategy and what further actions we are working to achieve. We will continue to involve and empower them to contribute ideas and suggestions to influence and make changes and improvements.
- 3.6.2 A communication plan has been developed to ensure employees understand and embrace the key themes in the People Strategy. A two-page visual pdf document has been created and shared through the council website detailing how we support our workforce through the council priorities.
- 3.6.3 An Employee Experience Group has been formed and they will be feeding into the People Board and SMT through the volunteers who make up the group, to help communicate and implement council initiatives and provide real time feedback from colleagues across services.

4. Consultation

- 4.1 The People Board has been established and has oversight of the People Strategy Action Plan.
- 4.3 The Trade Unions were consulted and approved the People Strategy and Action Plan.

5. LIST OF APPENDICES

Appendix 1: People Strategy Action Plan

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Date: 11.09.23

Appendix A

PEOPLE STRATEGY 2022-2025 - ACTION PLAN

Theme 1: Effective leadership, values, and culture						
Outcome	Key deliverable	Key actions	Measure	Lead	Timescale	Progress updates
We work together towards a common vision and values that are understood by all	1.1 Our employees own and understand our vision for the future and are clear how they contribute to delivering it	a) Review and update intranet content to provide staff with clarity around 2030, council plan and priorities	% of employees who are aware of and understand vision and values and how they contribute to them	Jo Cooper	Mar-22	Actions a-d completed.
		b) Develop guidance to support employees to understand how to link council priorities to their own	(employee survey)			
		c) Communicate priorities and achievements through staff bulletins, Let's Talk and Talkabouts				
		d) Embed the new vision, priorities, outcomes and values within the Barnsley Leadership and Future Leaders Programmes		Lesley Glanville		

Theme 1: Effective leadership, values, and culture

Outcome	Key deliverable	Key actions	Measure	Lead	Timescale	Progress updates	
We work together towards a common vision and values that are understood by all	1.2 Our employees 'get it right' the first time and deliver excellent customer service	a) Build customer service standards and related performance indicators into 121s and PDRs for all employees involved in a customer's journey	Reduction in repeat / avoidable contact	Helen Weldon / Claire Dobby / Sarah Moses	9.6.23	1.2 (a) UPDATE: June 2023 Paper being presented to the People Board in July 2023.	
			Improved quality of service				
		b) Ensure all employees involved in a customer's journey can use customer feedback and data to identify when and how things go wrong and are involved in identifying and influencing changes and improvements	Increased customer satisfaction		2023/24		1.2 (b) UPDATE: June 2023 L&D manager has been working closely with the Customer Services Team to identify training offer continuing developing a full learning event. An E-learning event is now available on the Learning Management System - POD
			Reduction in complaints				
	c) Review the customer service training offer available through POD, launch and promote		Sarah Moses	9.6.23	1.2 (c) UPDATE: June 2023 - Events have now been launched on POD – item suggested discharged		
1.3 Our values and behaviours reflect our new vision, priorities and ways of working	a) Establish an employee task and finish group to review and update our values and behaviours	Values and behaviours revised	Lesley Glanville / Jo Cooper	2023/24 - Outstanding 1.3a(1.3b discharged)	1.3(a) UPDATE: May 2023 - Update presented to SMT in June 2023 - linked into the Enabling Barnsley (Culture and Transformation) work.		

		b) Promote our new values and behaviours	<p>% of employees who are aware of and understand vision and values</p>			<p>1.3 (b) UPDATE Feb 2023 - Employee survey results now been shared, and action plans submitted to HR/OD (April) (1.3 a & b) UPDATE 23.2.23 1.3 (b) item discharged but there are revised employee values and behaviours (see 1.3 (a)) Not discharged due to additional work to be undertaken under transformation and staff survey.</p>
			<p>(employee survey)</p>			

Theme 1: Effective leadership, values, and culture

Outcome	Key deliverable	Key actions	Measure	Lead	Timescale	Progress updates
We have strong, resilient, influential and transformational leaders and managers	1.4 We have strong, resilient, transformational and inclusive leaders and managers who encourage and empower others to be innovative and lead the way	a) Launch manager masterclasses	Responses from employee survey relating to leaders and managers	Senior OD Business Partner / Lesley Glanville		Actions a and b completed.
		b) Embed the required areas of leadership focus into the Barnsley Leadership and Future Leaders Programmes, where appropriate	Investors in People assessment feedback report	Lesley Glanville		Actions a and b completed.
		c) Commission additional programmes to further develop leadership and management skills	Health and Social Care Academy launched		Ongoing - see 1.4(e) row 19 below	1.4 (c and d) UPDATE: June 2023 new interim Leadership Programme being scoped out. Work ongoing to also include management requirements as well as coaching and mentoring from July 2023 onwards. SHRBP's are undertaking a review of all policies and will be delivering 'management essentials' events thereafter. The first one being Attendance Management rolling out during summer 2023.
		d) Implement a coaching culture, supporting managers to gain the skills they need to have effective coaching conversations with others	Workforce ambitions across health and care clearly defined	Senior HR&OD Partners / Lesley Glanville	Autumn 2023	1.4 (c & d) UPDATE: June 2023 see above
		e) Develop shared workforce ambitions across health and care		Senior HR&OD Partner	Ongoing	Update: June 23 A meeting will take place with procurement, to review next steps for the leadership programme and procurement process. Action (e) to be picked up as part of the social care academy work/ICS programme.

	<p>1.5 Our leaders take an active role, building collaborative working relationships and influence across the place, regionally and nationally</p>	<p>a) Promote and encourage networks and identify opportunities to build collaborative relationships and influence across the place, regionally and nationally</p>	<p>Profile of Barnsley is raised</p>	<p>Senior HR Business Partners</p>	<p>Ongoing</p>	<p>1.5 (a) UPDATE: March 2023 OD networking and signposting with DCC and RMBC across the Organisation.</p>
			<p>Increase in grants and funding opportunities available to Barnsley</p>			<p>1.5 (a) UPDATE: March 2023: We have started work on protected characteristic networks and there is a young person's network now in place.</p>
			<p>Improved performance and service delivery</p>			<p>1.5 (a) UPDATE: - LG to develop a networking guide / tool to consider and promote throughout the council. This will be promoted to all managers and will be saved on the Managers Hub for reference.</p>
			<p>Improved outcomes for the borough</p>			<p>1.5 (a) UPDATE: - once networking guide / tool developed this will then be supported by training, which will be developed and delivered from the L&D Team.</p>

Theme 1: Effective leadership, values, and culture

Outcome	Key deliverable	Key actions	Measure	Lead	Timescale	Progress updates
We have a commercially skilled workforce that drives better behaviours, decision making and improved commercial results	1.6 Our employees and elected members are commercially skilled	a) Develop and implement a commercial toolkit and commercial training package	Commercial toolkit and training package launched	Cat Pantry / Sarah Moses	TBA	1.6 (a &b) UPDATE: June 2023 - eLearning awaiting approval by Director of Finance. A SharePoint site is to be launched throughout the council offering a pool of resources to help our people be more commercially aware. In person events will also be launched.
		b) Refresh and formalise a co-ordinated, modular programme of learning	Improved commercial results			
Leaders at every level support and champion our aim for a more diverse organisation and inclusive culture	1.7 Our workforce is diverse and inclusive	a) Develop a three-year internal equality, diversity and inclusion action plan, which includes a commitment from senior leadership to create a more diverse and inclusive organisation	Workforce diversity data	Mark Hempshall	TBA	1.7 (a and b) UPDATE: May 2023 - The EDI team now sits within the newly established 'Office of the Chief Executive', which emphasises the organisation's commitment to improving our performance in this area. SRO will be Wendy Popplewell. Whilst a three-year plan is needed, work will initially focus on creating a SMART plan for 2023-24, which will detail a handful of key actions for delivery over the next 12 months. Within this will be a commitment from senior leadership to create a more diverse and inclusive organisation and ensuring that we are compliant with our statutory obligations.
	Our governance culture promotes, diversity, continuous improvement and action	b) Organisation Development Board to monitor and review progress against the plan, identifying and championing actions to address any areas for improvement	Employee / pulse survey results			1.7 (b) UPDATE: May 2023 - OD Board now renamed the People Board. Work ongoing in EDI, newly formed networking groups have started, mandatory learning activities to be created and work ongoing throughout the services taking place - CS Neurodiversity training recently commissioned in CS.

	<p>Our employees are valued and can contribute to our success</p>	<p>c) Create a corporate diversity dashboard for managers to track progress in their area against key performance indicators and equality data</p>				<p>1.7 (c) UPDATE: Ongoing - Due to delays with Success Factors</p>
		<p>d) Update equality and diversity training to include a stronger focus on leading and managing diverse teams</p>				<p>1.7 (d) UPDATE: JUNE 2023 Report re mandatory training to be presented to People Board in July with the request for mandatory EDI training. Equality Training proposal is being put to the PB for consideration that all staff will complete as part of a new starter package and for all existing staff every 3 years. Staff who do not have access to network drivers - G&S management are being consulted with to determine how they see what offer they would like.</p>

Theme 2: Maximising organisational capacity and capability

Outcome	Key deliverable	Key actions	Measure	Lead	Timescale	Progress updates
We have effective and efficient solutions, plans, frameworks and resources in place to support the delivery of the priorities set out in our council plan	2.1 Our governance arrangements are strong and our managers comply and are accountable	a) Launch and promote the Manager's Hub to provide clarity around a manager's responsibilities in relation to effective governance and management	Manager's Hub launched	Amanda Glew	November 2021.	Actions a and b completed.
		b) Launch the new risk management system and check, challenge, review and cleanse risks on the system	All services have relevant issues and risks recorded on the risk management system	Alison Salt		Actions a and b completed.
		c) Implement the Integrated Governance Assurance Framework to provide clarity about corporate and business unit / service specific areas of compliance and reporting arrangements	Integrated Governance Assurance Framework in place	Rob Winter / Alison Salt	Apr-24	UPDATE: May 2023 - on track for March 2024.
			All services are completing quarterly reviews			UPDATE: May 2023 2.1 (c) - A formal launch is anticipated later in the year due to consultation periods.

		d) Review the training offer to ensure it aligns to the new Governance Assurance Framework and there is consistency of language to support understanding and accountability	Training offer revised and refreshed	Rob Winter / Alison Salt	Apr-24	UPDATE: May 2023 - as above. 13.3.23 2.1 (d) Dependent on 2.1 (c) above
	2.2 We have flexible, user friendly guides and protocols to support our employees at work	a) Undertake a review of corporate policies on the manager and employee hubs and, where appropriate, change to user friendly guides and protocols	Review undertake and updates completed	Senior HR Business Partners.	Schedule in place for August 2022	Completed Policy Framework setting out timescales for review of all policies developed and now in place, linked to the BAS Work Plan

Theme 2: Maximising organisational capacity and capability

Outcome	Key deliverable	Key actions	Measure	Lead	Timescale	Progress updates
We have effective and efficient solutions, plans, frameworks and resources in place to support the delivery of the priorities set out in our council plan	2.3 We have a strategic and consistent approach to workforce and succession planning	a) Revise the workforce planning toolkit and guides	New workforce planning guide and toolkit available on the Manager's Hub	Erica Greaves and Felicia Brookes	Sep-23	2.3(a) UPDATE: June 23 - Reviewing workforce toolkit organisational wide.
		b) Add to the 'Managing Planning and Performance' section of the Manager's Hub	No of services who have workforce plans in place			2.3(b) UPDATE: June 2023 - Once 2.3 (a) is completed, a roll out will ensue after the Summer 2023 – SHRBP's to review the toolkit, develop and make enhancements and roll out across the council.
		c) Provide support to services and teams as appropriate to undertake effective workforce planning	Improved recruitment and retention rates			2.3(c) UPDATE June 2023 Once (a) and (b) completed support via SHRBP's will take place
	2.4 Our organisation is flexible and utilises resources effectively through effective business continuity planning	a) Develop an end to business continuity process to ensure we can efficiently plan and respond to emergency situations and provide the resources needed to maintain critical services	Corporate business continuity priorities will include information on all services	Simon Dobby		2.4 (a) UPDATE: Feb 2023 - Awaiting initiation by IT
		b) Review resource planning for general and specific	Service business continuity plans are			2.4 (a) UPDATE: Feb 2023 - Awaiting initiation by IT

		emergency response arrangements	maintained on an ongoing rather than periodic basis			
		c) Provide information, instruction, training and exercising to ensure employees are prepared for and able to competently perform any emergency response role assigned	Robust resourcing plans for emergency response are in place			2.4 (a) UPDATE: Feb 2023 - Awaiting initiation by IT
		d) Revise job profiles to include a responsibility to ensure continued service delivery and support critical functions in emergency situations or as directed by management	All job profiles include a responsibility to support service delivery and critical functions			2.4 (a) UPDATE: Feb 2023 - Awaiting initiation by IT

Theme 2: Maximising organisational capacity and capability

Outcome	Key deliverable	Key actions	Measure	Lead	Timescale	Progress updates
We have effective and efficient solutions, plans, frameworks and resources in place to support the delivery of the priorities set out in our council plan	2.5 Our organisation has good change management practice	a) Develop and implement a change management framework to support managers and project managers to deliver change management effectively	Change management framework launched	Sarah Pennington-Waddams	Ongoing	2.5(a) UPDATE: June 2023 - A change management guide for managers has been developed and will be released as part of the OD and Culture Transformation Plan. To complement this, a series of training sessions will be available. All events will form part of the 'HR Management Essentials' training programme.
			Employee / pulse survey results			
	2.6 Our HR process interactions are simple, efficient and available at any time, from any location or device	a) Implement SAP Success Factors modules for Employee Central, Recruitment and Onboarding, Learning and Performance and Goals.	Success Factors modules successfully implemented	Phil Quinn	2023/24	2.6 (a) UPDATE: March 23 - A quality assurance exercise is being undertaken. The report findings will be shared with SMT to help inform decisions regarding next steps with the implementation of Phases 1, 2 and 3 of the solution
						UPDATE: 14.11.2022 - Project Plan for Phase 1 is currently being revised.
2.7 Our employees and elected members are digitally skilled and utilise digital ways of working	a) Create a Digital Skills SharePoint site to encourage employees to help themselves, each other and our customers	Digital Skills site launched	Digital Skills Working Group			Action completed.
	b) Review and refresh the digital skills training offer, targeting those areas of the workforce where digital skills development is needed	Revised digital skills training offer is in place	Sarah Moses/Emma Hardwick and Kerry Robinson	Ongoing	2.7 (b) UPDATE: June 2023 Work taking place between OD and Innovation Team to understand more from the Pathways and Certifications Microsoft are offering.	

		c) Build required levels of digital competency into job profiles to provide clarity about what's needed for different roles	Employee / Pulse survey results	Sarah Moses / Anne Marie Tolan	Ongoing	2.7 (b) UPDATE: June 2023 Microsoft contract now signed. Microsoft are working through needs of the council.
		d) Enable the development of Digital skills through the deployment Microsoft Learning Pathways and learning application	Reduction in Service Desk calls	Sarah Moses / IT? (IT) Kerry Robinson	Ongoing	2.7 (d & e) UPDATE: June 2023: Microsoft currently on-site demonstrating capability of software
	e) Integrate learning platforms into Teams with Viva Learning	Reduction in data breaches	Sarah Moses / IT? (IT/IG) Kerry Robinson			2.7 (d & e) Update: June 2023: See above
		Microsoft Learning Pathways implemented				
		Learning Platforms integrated into Teams with Viva Learning				

Theme 2: Maximising organisational capacity and capability

Outcome	Key deliverable	Key actions	Measure	Lead	Timescale	Progress updates
<p style="text-align: center;">We have effective and efficient solutions, plans, frameworks and resources in place to support the delivery of the priorities set out in our council plan</p>	<p style="text-align: center;">2.8 We attract, recruit and retain talent through work placements, employment schemes, apprenticeships and graduate programmes</p>	a) Revise the workforce planning toolkit and relaunch	Workforce planning toolkit revised and relaunched	Erica Greaves and Felicia Brookes	Sep-23	2.8 (a) UPDATE: June Toolkit drafted and to be reviewed by Erica Greaves and Felicia Brookes. HRBPs to then ‘test out’ with services. Once tested, the Toolkit can be saved onto the Manager Hub and launched. (See 2.3 for further updates)
		b) Provide support to services and teams as appropriate to undertake effective workforce planning	No of apprenticeship opportunities available	Senior HRBPs	Ongoing	2.8 (b) UPDATE: June 2023 update: See above
		c) Increase the number of apprenticeship opportunities available to new entrants	% apprenticeship starts	Lesley Glanville / Emma Hardwick and Senior HRBPs	Ongoing	2.8 (c) UPDATE: - lead changed from AOG to LG and EH (along with Senior HRBPs) for work to be undertaken to increase the number of apprenticeships throughout the council - see 2.8 (a & b) and this also links in to 2.3 - workforce planning. Corporate OD offer presented to all services to encourage apprenticeships first approach.
		d) Increase the number of work placements available through the Kickstart programme	No of Kickstart placements available	Neil Wilkinson	Discharged	Further to this, 23 new entry apprenticeships have now been identified from the apprenticeship register which have still not been recruited too. Work will take place with Senior HR Business Partners to look at these vacant apprenticeships and identify what can be done to support BU’s and encourage more to be done to recruit to these vacant apprenticeship’s positions on the council structure.

			% Kickstart placements filled	Lesley Glanville	Discharged	Update required
		e) Continue to offer graduate placements through the National Graduate Placement Programme	No of graduates on NGDP programme PIs relating to apprentices, work placements and graduates into employment	Lesley Glanville	Ongoing	2.8 (e) UPDATE June 23: Awaiting results of successful graduates confirming offers. NGDP acceptance results due out 7.7.23.
2.9 Our recruitment and selection process is fair, simple and inclusive	a) Undertake an end-to-end review of our recruitment processes as part of the implementation of Success Factors	Recruitment PIs	Tracy Bell / Emma Hardwick / Sarah Moses	Ongoing	2.9 (a) UPDATE June 23: Recruiting Team still getting to grips with the data and what this means. Work is being undertaken to review the Corporate Induction Process to make the onboarding and induction more efficient and effective. EH and SM overseeing	
	b) Use recruitment diversity data to understand and address any potential barriers for applicants and areas of under-representation	Workforce diversity data	Tracy Bell / Mark Hempshall	Jun-23	2.9 (b) UPDATE June 23: Total Jobs have a free screening tool which can be used to review wording on equality and neutrality of wording - Kirklees currently using it - not yet utilised in BMBC. Implementing similar process to Care Leavers and Veterans as we do Disability candidates in that if they meet essential criteria on applications they will be automatically offered an interview.	

Theme 3: Employee Experience

Outcome	Key deliverable	Key actions	Measure	Lead	Timescale	Progress updates
We are an inclusive organisation where wellbeing and a people-centred culture keeps employees healthy, safe, engaged, motivated and productive	3.1 We support our employees to recover from the COVID-19 pandemic	a) Launch our workforce recovery plan	Employee / Pulse Survey results	Michael Potter		Actions a and b completed
		b) Ensure there is opportunity for all employees to undertake recharge activities regardless of where they work		SMT		
	3.2 We have a positive digital culture	c) Develop commitment statements to make it clear about the responsibility of ourselves and how we'll help each other to stay well in this new world we're in	Digital commitment statement developed and launched and Employee / pulse survey results	Kay Welbourne		Action a completed as part of Culture Change work
	3.3 We support our employees to lead healthy and fulfilling lives both inside and outside of work	Develop a health and wellbeing action plan to: a) Reduce stigma in the workplace around mental health	Reduction in sickness levels	Tracey Priestley	Ongoing	3.3 (a & b) UPDATE: June 2023 Data from EAP annual stats show about 3% of employees called the helpline, 5% used the website / portal and about 10% have downloaded the EAP app. Ongoing work to promote usage of the service. Feedback/results from Employee Survey shared with employees and their managers. Managers discussing results with employees to develop local action plans. This was included in the recent Let's Talk events where employees were given info about the results and asked to comment on what else the Council could do to improve wellbeing

		b) Reduce levels of sickness across the council	Health and wellbeing training completed		3.3b) UPDATE June 2023 - Pilot HR Absence training delivered, and a review is taking place based on feedback received. A rollout is planned on the recent changes to the Attendance Management Training.
		c) Retain employee engagement in workplace initiatives	Completion of health and wellbeing surveys	Ongoing	3.3 (c) UPDATE June 2023 – Achieved gold standard Be Well @ Work Award reassessment for all of the work undertaken to help and support our workforce. A 2 day ‘Wellbeing event’ is taking place at Smithies Depot to engage with our operational workforce. In addition, a drop in a health and wellbeing information day hosted by Macmillan to be held in Westgate in June.
		d) Support employees physical and mental health		Ongoing	3.3 (d) Update: June 23 Occupational Health contract following procurement route with new contract to be in place by September 2023. OH contract currently listed on Yortender. This will bring core OH service, e.g. manager referral / pre-employment assessments, and health surveillance into one contract.
		e) Become an employer of choice	Results from employee surveys / employee forums / external assessments	Ongoing	3.3 (e) UPDATE: June 23 - will be able to add latest Be Well @ Work result to recruitment website showing continued development in this area. Engaging with the workforce to find out what more the council could do to improve wellbeing. Managers and services have been provided information from Employee Survey to help with this exercise.

Theme 3: Employee Experience

Outcome	Key deliverable	Key actions	Measure	Lead	Timescale	Progress updates
We are an inclusive organisation where wellbeing and a people-centred culture keeps employees healthy, safe, engaged, motivated and productive	3.4 Our workplace celebrates difference, and every employee feels safe, respected and valued	a) Establish employee networks for BME, disabled, LGBT+ and women, each championed by a member of the senior management team	Employee networks established	Mark Hempshall	Ongoing	3.4 (a) UPDATE: PROUD, Young Person Network, Menopause Café all now launched, and work is continuing engaging with the networking groups.
			Improved demographic data captured			
		b) Through an effective communication campaign and the implementation of Success Factors, improve employee declaration rates so that we can better report and understand issues experienced by groups of employees	Employee / pulse survey results show breakdown across characteristics	Mark Hempshall/Tracy Bell	Ongoing	3.4 (b) UPDATE this is work ongoing with the recruiting team. Work is being undertaken to determine declarations of protected characteristics within our workforce. HR will be undertaking a piece of work to scope out the information and once collected this will inform next step actions.
			Workforce diversity data			
			Recruitment and retention data			
		c) Ensure future employee surveys include questions relating to inclusion	Leaver's data	Mark Hempshall / Phil Quinn	Discharged	3.4 (c) Update: March 2023 Need to monitor this action through leavers data. Action: re inclusion will continue to be monitored with 2023 Employee Survey.

	3.5 We effectively lead and manage health and safety	a) Revise and relaunch the Health and Safety Standard for 'Monitoring Health and Safety'	Managers can evidence monitoring undertaken including opportunities for improvement identified and actions undertaken to address them	Simon Dobby	Ongoing	3.5 (a) UPDATE March 2023 as part of an action plan being developed based on the employee survey.
		b) Communicate and promote the standard to ensure those in a position of responsibility are aware of monitoring requirements	Percentage of services achieving a good rating on audit		Ongoing	3.5 (a) UPDATE March 2023 - see above.
		c) All services to co-operate with the Council's health and safety audit programme			Ongoing	3.5 (a) UPDATE March 2023 - see above.
		d) All services to implement the Council's Occupational Health and Safety Management System to a standard that will meet the			Ongoing	3.5 (a) UPDATE March 2023 – see above

		<i>'good'</i> rating on audit.			
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Theme 3: Employee Experience

Outcome	Key deliverable	Key actions	Measure	Lead	Timescale	Progress updates		
<p>We are an inclusive organisation where wellbeing and a people-centred culture keeps employees healthy, safe, engaged, motivated and productive</p>	<p>3.6 Our employees know what's going on, what we're working to achieve, the contribution they make and can get involved and influence</p>	<p>a) Through various internal communications channels and opportunities, including staff bulletins, Talkabouts, Let's Talk, employee surveys and blogs, improve engagement with employees and elected members so they see the connection between their role and our vision, values, and priorities, understand where we're heading and can get involved and influence changes and improvements being made</p>	<p>Employee / pulse survey results</p>	<p>Jo Cooper / Helen Weldon / Phil Quinn</p>	<p>Ongoing</p>	<p>3.6 (a) UPDATE: An implementation plan drafted with the revised values and behaviours wording to be presented to Sarah and SMT.</p>		
		<p>a) Review and refresh our approach to employee recognition, e.g. long service awards</p>	<p>Investors in People and Member Development Charter assessments</p>			<p>Phil Quinn / Anne Marie Tolan</p>	<p>Dec-23</p>	<p>3.6 (b) UPDATE: June 2023 LG working through the Procurement process with Best Companies. The representative will be attending the council to share their 'offer' at the People Board July. Employee Engagement Group now launched and commencing engagement with all sections of the workforce.</p>
			<p>Revised approach to employee recognition in place</p>					<p>3.7 (a) UPDATE: June 23 SMT agreed all recommendations. Action Plan agreed and above actions now discharged to lead officers to implement.</p>

	3.7 Our employee benefits offer helps to attract and recruit high calibre candidates, retain our best employees, improves employee wellbeing and engagement and promotes Barnsley Council as an employer of choice	b) In consultation with employees, develop a proposal for a future employee benefits offer	Revised employee benefits offer in place	Dec-23	3.7 (b) UPDATE: June 23 - Options for proposed improvements to Reward and Recognition put forward and agreed with BLT. Currently, Reward and Recognition Task Group are working on the following areas: - 1. Revising the LSA to include incremental recognition for set periods of service. 2. Developing a manager’s toolkit for low-cost Reward and Recognition, 3. Developing guidance to hold Directorate Employee Excellence Awards, 4. Revising a new monthly employee recognition award, 5. Including Reward and Recognition training within a New Managers Induction.
			c) Implement a revised employee benefits package including salary sacrifice schemes and increasing the local offer to employees		
			Take up of benefits and rewards	Dec-23	3.7 (c) UPDATE: June 23 - Several new local offers secured & promoted. Team to continue sourcing further offers. Work being undertaken re the Salary sacrifice schemes and updating the terms and conditions. New Reward and Recognition Task and finish group set up to look at improvements and different options available on how we promote R&R (See answer for 3.7 b)
			Recruitment and retention data		

Theme 3: Employee Experience

Outcome	Key deliverable	Key actions	Measure	Lead	Timescale	Progress updates
<p>We are an inclusive organisation where wellbeing and a people-centred culture keeps employees healthy, safe, engaged, motivated and productive</p>	<p>3.8 We are efficient, productive and high performing</p>	<p>a) Implement our Smart Working Programme</p>	<p>Results from external audits</p>	<p>Ben Potts</p>	<p>Discharged</p>	<p>Sep 22 - Ongoing review with report due in November to SMT & Cabinet. UPDATE REQUIRED. Discharged as hybrid working now in place</p>
		<p>b) Develop an employee charter to set out what prospective and existing employees can expect from the organisation and what they need to bring in return</p>	<p>Performance against critical success factors</p>	<p>Lesley Glanville</p>	<p>Ongoing</p>	<p>3.8 (b) UPDATE: SF is currently on hold (March) EH and LG to work on this as the Hybrid ways of working has now been finalised.</p>
		<p>c) Review, refresh and improve our performance review process</p>	<p>External Audit annual VfM Report</p>	<p>Emma Hardwick</p>	<p>Ongoing</p>	<p>3.8 (c) UPDATE: SF delay has impacted on Phase 2 - with Head of HR/OD. Still SF dependant, but that we are in early considerations of what we want to achieve in future for PDR and will be undertaking some feedback sessions with staff and managers before 31.03.24.</p>
		<p>d) Review and improve our learning and development programme to ensure it is accessible to all, supporting our employees and Members to gain the skills they need now and for their professional development</p>	<p>Achievement of income targets</p>	<p>Emma Hardwick</p>	<p>Ongoing</p>	<p>3.8 (d) UPDATE: June 23 - all DMT's attended except of Children's Services. Work to continue promoting the benefits of apprenticeships with services. Looking into utilising the levy to support and Management and Leadership programme, work ongoing with L&G to determine what qualifications can be offered in the Legal career pathway.</p>

		e) Take an 'apprenticeship first' approach to workforce development using apprenticeships as a route to develop employees where available and appropriate	Customer satisfaction / feedback	Lesley Glanville	Ongoing	<p>3.8 (e) UPDATE: June 2023 - see above.</p> <p>OD looking into the comms and how managers can support this - SHRBP's to check when at DMT's with management.</p> <p>EH attended service meeting throughout May to share the vision of the apprenticeship first approach.</p>
		f) Deploy Microsoft Viva and Workplace Analytics to improve the digital employee experience, enabling them to work effectively together and work smarter	Performance review completion rates	Kerry Robinson	Renewed	<p>3.8 (f) UPDATE: May 2023 - KR confirmed Microsoft Contract signed. Work to enhance employee experience will be defined within the 'Modern Workplace' project new Microsoft packages to be rolled out as part of a corporate package</p>
	Employee / pulse survey results					
	Increase in Apprenticeship starts					
	Reduction in levy clawback					