

Corporate Affairs and Audit Committee HR Service – Annual Assurance Report

People Strategy 2017/19 - Progress Update



7th February 2019

Pip Schofield, Head of HR/Jen Barker, OD Manager

Why having a people strategy is important

Strategies are interdependent



People Strategy – 5 key elements





Great Leadership

What we will do

How we will achieve

Our Progress

Strong organisational leadership

- Clear vision, direction and leadership from our senior team
- Clearly defined strategy in place to position our primary purpose
- Clear 2-way communication channels in place to distil & cascade vision & strategy ensuring all workforce understand their role in delivery and achievement of both.

Strong departmental leadership

- All Departmental heads “leading from the front” being exemplar models for our values
- Clear line of sight identified and communicated through all levels/grades on how each role and department contribute to departmental, directorate and corporate goals and vision
- We always deliver what we promise and exceed where we can

Leaders enhancing our culture

- Ensuring we always “talk up the town” and view/represent Middlesbrough in a positive way – we feel proud to work and live here.
- Leaders and Managers enriching our culture by living and breathing the organisations core values and behaving in line with our behavioural frameworks

Inclusive Leadership

- Leaders/Managers understand the importance of inclusive leadership and how it impacts on engagement and performance
- Leaders recognise the benefit of having a diverse workforce and understand differing personality types ensuring they adapt and connect accordingly to maximise cohesion, respect and trust

- CEX quarterly briefings in place to inform and consciously link everything we do to our vision and values
- CEX launched Leadership Challenge to improve and enhance our leadership approach from LMT through HOS and wider management population
- Communication cascade mechanism in place via LMT
 - LMT vlog and briefing notes from CEX
 - Director briefing cascade
 - HOS briefing cascade
- Corporate values developed and launched
 - Passionate about Middlesbrough
 - Creative in our thinking
 - Collaborative in our approach
 - Focussed on what matters
 - Integrity at our heart
- 360 Degree feedback initiative completed to support LMT/HOS personal development and inform trends
- E&I Group – LMT champion



Attract and retain great people

What we will do

How we will achieve

Our Progress

Engage our workforce

- We take time to celebrate the great work we do & feel proud of our achievements (organisational, departmental, team)
- Mechanisms in place to support regular two way communication e.g. suggestion schemes, briefings, email alerts, team events etc.
- Conduct regular staff surveys and respond to outputs i.e. “You said We did” & improving return rates year on year

Create a compelling reason for joining our team

- Improve our brand awareness and attraction strategy i.e. Middlesbrough is THE place to work using social media, LinkedIn, Facebook, job boards etc
- Enhance our recruitment tools and use of social media presence to improve market perception and attract a diverse workforce
- Market benefits of working for us i.e. flexible working practices

We adopt a fair & consistent approach when recruiting

- Monitor our recruitment practices and workforce profile to ensure Middlesbrough is an equal opportunities employer representing the diverse community we serve
- Appropriate tools and mechanisms in place to support efficient recruitment processes

Have a fit for purpose induction to enhance experience for new starters

- Monthly corporate induction event
- Business specific and local induction offering
- eLearning “on boarding” & induction portal in place
- Induction buddy system in place

- Stars of the month launched- nominations are being managed through directorate management teams
- Reconfigured staff survey to ensure we capture best companies criteria, people strategy and corporate values
- CEX driving communication strategy through management team
- Relunched/refreshed Middlesbrough LinkedIn, Twitter and Facebook accounts with Brand Ambassadors in place to push good news stories and vacancies through networks
- Recruitment process streamlined and now online via iTrent
- Robust induction initiative launched:
 - Local induction to be conducted by line manager from day one and supported by induction buddy
 - Induction eLearning programme designed which covers corporate messages and mandated eLearning
 - Monthly induction event hosted by CEX
- Recruitment & Selection Policy streamlined
- Recruitment & Selection upskilling workshops in place



Great place to work

What we will do

How we will achieve

Our Progress

Recognise and celebrate success

- Communicate/share our successes & provide opportunities for recognition e.g. staff awards
- Leaders and Managers to recognise individual/team successes
- Ensure staff feel valued by utilising appraisal/frequent feedback process

Give our people a voice & hear them

- We ask for and respond to feedback
- Proactively engage with unions
- Employee Engagement forums in place

Care for the health, wellbeing and safety of our people

- Implement wellbeing interventions
- Review and monitor reasons for absence
- Ensure H&S programmes support a healthy and safe workplace

We treat each other with respect and dignity

- Zero tolerance of poor behavior/attitude
- Everyone demonstrates the right behaviors in line with MM/ME expectations
- Equality & Inclusion forum in place

- Living our Values event successfully delivered with circ 1,200 staff in attendance
- Wellbeing Market place included in above as well as regular wellbeing initiatives i.e. mental health first aid, flu vaccines, back care programme, Pilates
- Living our Values Team Building interventions rolling out to all teams
- Stars of the month re-launched and closely aligned with our Values
- Annual staff awards reconfigured to reflect Values
- Appraisal process amended to include Living our Values Framework and briefed to all Managers with two new eLearning modules designed and rolled out to support new process for Managers and Staff
- CEX taken over as lead of Employee Engagement Group with clear goals and deliverables in place
- Continue to work in partnership with the Trade Unions providing advice and support to the workforce; regular updates on progress to Works Council.
- Equality and Inclusion forum led by LMT member; Disability and BAME networks with HOS Champions in place
- In-house Outlook Diversity Calendar launched Jan 19 to raise awareness
- Flexible working and agile working in place
- Mental health first aid rolled out (50 first aiders and supporting eLearning
- Significant staff engagement on new civic centre plans



Develop our people

What we will do

How we will achieve

Our Progress

Enhance the capability of our leaders & managers

- Have clear expectations of Middlesbrough Managers in place and review against them regularly. Ensure learning interventions are available to improve skills
- Implement coaching and/or mentoring mechanisms to support development of our leaders and managers

Provide 'learning for all opportunities'

- Invest in development of staff to achieve their full potential
- Maximise eLearning content and access to learning for all staff
- Learning Directory in place clearly identifying available training
- Dedicated WFD Officers partnering key directorates

Effective workforce planning in place to ensure talent pipeline is robust

- Workforce planning/Succession plans in place
- Development plans in place for all high potentials (minimum)
- Effective strategy in place to develop and attract emerging talent i.e. apprentices and graduates

Provide opportunities for new experiences and/or progression

- Ensure we manage career aspirations of our people through effective appraisals and provide development opportunities where possible
- Implement Emerging Manager Academy to enhance our talent pipeline
- Career paths in place for priority job roles to support retention and improve attraction

- Redefined role of Middlesbrough Manager, ran briefing sessions for circa 320 managers
- Introduced follow up coaching sessions for all MM to support development and improve Leadership capability
- Designed and ran Introduction to Coaching for all line managers
- Implemented robust Manager development programme to support new Manager profile
- High appraisal completion rate ensuring clear objectives for staff linked to strategic priorities
- Developed and rolled out Learning Directory to provide learning for all and linked to development needs identified via appraisal process
- Continue to build and develop effective eLearning content
- Workforce planning/succession planning conducted for all directorates to inform emerging talent, talent gaps and identify development needs
- Leadership Academy and First Line Manager Academy launched
- 360 Degree follow up coaching sessions for LMT and HOS in progress



Deliver Excellence

What we will do

How we will achieve

Our Progress

Enable leaders to drive sustainable high performance

- Equip leaders and managers with the skills & knowledge required to drive high performance
- Equip our Middlesbrough Managers with the skills and confidence to be accountable, responsible & self sufficient Leaders

Customer Excellence ethos is at the centre of everything we do

- Upskill, inform and ensure our Leaders and Managers are modelling our customer excellence ethos
- Ensure all staff are equipped with the skills, knowledge and understanding of the importance of delivering customer excellence

Hold people to account for their performance and results

- Monitor poor/low performance and ensure it is dealt with in a timely way
- Equip our Leaders & Managers with skills & confidence required to provide effective appraisals and regular rich feedback
- Ensure appraisal process is robust and approach is consistent

Equip our people with the skills & motivation to drive continuous improvement

- Leaders and Managers motivating teams to improve performance through continuous improvement
- Educating MM on continuous improvement methodology & skills
- Drive a high performing ethos to “reach for the stars” without fear of failure

- Development outcomes from appraisals and 360 degree feedback linked to MM development programmes
- Appraisals and frequent feedback process now reflect our values. Objectives reviewed regularly as part of frequent feedback process
- Developed and rolled out robust customer excellence initiative and refreshed learning through mandated eLearning programmes (management and non-management modules)
- HRBPs engaged with managers to support management of poor performers (including utilisation of outputs from appraisals)
- Launched Rich Feedback/Difficult Conversations upskilling for Managers to improve confidence and ability
- Continuous Improvement masterclass being developed by Performance Team
- CEX vocalises drive for staff to “reach for the stars” ethos during his communications and briefings
- Performance Management masterclasses in development
- Discipline & Grievance Masterclass developed and rolling out

Our ambitious goal



Our Progress

- Redefined staff survey questions for this year's survey to reflect Mayor's Vision, our Values and Best Companies Accreditation criteria
- Everything we have achieved through the People Strategy i.e. Values launch, Values event, improving leadership capability, improving engagement and communication, etc. is essential to achieving the step changes in culture needed to deliver the Mayor's Vision and the Council's strategic priorities
- Also 'reaching for the stars' with the ambition of *possibly* achieving Best Companies (Not-For-Profit) Accreditation in future, subject to an assessment of cost and value
- Engagement scores achieved this year look favourable but need to be sure before proceeding so Best Companies put on hold for now
- Potentially carry out targeted staff survey to check engagement in March 19 and/or council-wide short staff survey for 19/20
- An Engagement Workstream working group will now actively work on this project using the framework to continue to improve staff engagement