



Buckinghamshire Council People Plan 2020-2025

Update September 2022



Introduction

Buckinghamshire Council was established in April 2020 by bringing together our five previous councils in the county.

The Council wants to make Buckinghamshire the best place to live, raise a family, work and do business - and our People Plan is aligned to meet this aim and the key priorities of the Council.

Key priorities

- strengthen our communities
- improve the environment
- protect our vulnerable
- increase prosperity

HR&OD set out a People Plan for the first 5 years with year 1-2 and 3-5 year deliverables. This revision shows what has been completed in the first two years and moves onto the year 3-5 year deliverables with some suggested amends to update the plan and bring it in line with our current position

Our organisational ambition

We have an ambitious programme of transformation and service improvement and we have new approaches to how we work following the covid pandemic. As a result, we are shaping our future work styles and work places on a hybrid model through our Work Smart programme.

We are proud of the work we deliver; and we want to attract and retain the best people, have inspirational managers who set direction, develop and care for the wellbeing of their staff. We want our employees to be motivated and skilled to perform to their best and be able to grow and stay with the organisation as it delivers service improvements to our customers.

We are passionate about Equality, Diversity and Inclusion. We want to create a culture based on respect and inclusivity, where our values and behaviours are role modelled throughout the organisation and our leaders manage by example. Achieving the best outcomes for our communities requires collaboration and trust to make the most of our collective resources, skills ideas and talents. It is a challenging but exciting time – with everything to play for.

Our People Plan needs to support our ambition for our new organisation and our changing times. This document sets out our vision and workplan for the next 5 years under five core headings, providing a clear plan for delivery and measuring our effectiveness.

Our organisational goals and values



	<p>Proud: We are motivated to make a positive difference for our people and communities and committed to improving and modernising our services to provide the highest standards and the very best outcomes for our residents, businesses and service users - putting the customer at the heart of everything we do.</p>
	<p>Ambitious: We are excited about our new organisation and have confidence in our ability to meet the challenges ahead. We work with energy and pace – looking for continuous improvements in the way we do things. We have an ambition to be the best at what we do and deliver the best outcomes for our service users.</p>
	<p>Collaborate: We work together and across our partner organisations, making connections and understanding the bigger picture so we can find the best solutions for our people and our places. We respect the part everyone plays and work towards inclusivity, supporting and developing our communities and workplace.</p>
	<p>Trustworthy: We take responsibility for our work and are trusted to perform our job to the best of our ability. We do what we say we will do and look for solutions. We are responsive to the needs of our residents, businesses and service users and are focused on high standards of professional practice and service delivery.</p>

We want to make Buckinghamshire the best place to live, raise a family, work and do business.

To succeed, our workforce needs to understand and share this ambition and our People Plan must underpin this.

HR&OD Statement of Intention

We will partner with the business to:

- recruit and retain and grow our people
- reward and recognise fairly
- effect organisational change and effectively manage change
- engage with and support the wellbeing of our staff and promote diversity and inclusion
- embed the ways of working culture
- sensibly apply best practice and innovation
- deliver a top performing HR function

We will do this by:

- Improving, simplifying and streamlining our systems and processes ensuring the customer experience is at the heart of all of these
- getting the basics right and taking ownership of tasks
- responding in a timely, customer service orientated manner
- empowering and training customers and making things easy for this to happen
- building a partnering mindset in our team to deliver our service in a more effective and efficient way

5 themes in our People Plan



**RESOURCING &
RETENTION**



**EMPLOYEE
ENGAGEMENT**



**INSPIRATIONAL
LEADERSHIP &
PERSONAL GROWTH**



**CHANGE
MANAGEMENT AND
HR CONSULTANCY**



HR SERVICE DELIVERY

Resourcing & Retention

Ensuring we have a skilled and resilient workforce supported by personal development and succession plans

- The way we work is changing and we are developing new work styles and hybrid working arrangements to support this. Our employer branding will position us as an employer of choice by promoting our meaningful work, the opportunity to be part of something bigger, to grow and develop and 'be the best you' at Buckinghamshire Council.
- We have attraction and retention strategies based on a range of career pathways and have our own talent academies for training social workers and other professionals. We are also developing pathways for young people and those looking to repurpose their careers - providing them with work experience and training opportunities to develop new skills.
- Our People Plan will ensure we work effectively across our place to help level up job opportunities and develop skills and recruitment pipelines across our locality including our schools, colleges and universities help to train and provide a source of talented people to meet our current and future needs both at entry level and beyond.
- We aim to attract and retain a diverse workforce that reflects our local community by promoting our commitment to be an accessible and inclusive organisation.



RESOURCING



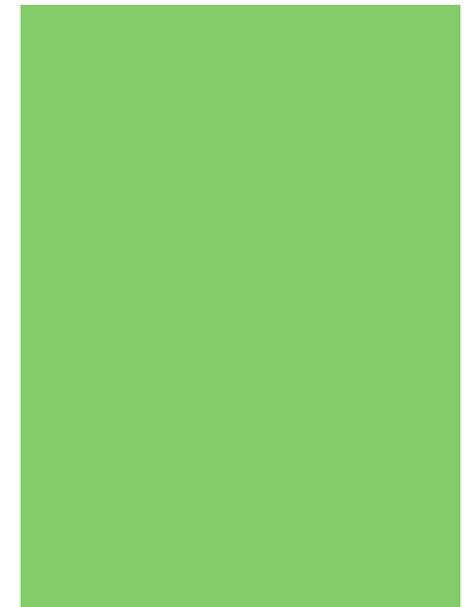
Employee Engagement

Understanding and communicating effectively with our existing and future workforce

- It is important that we listen to, and understand the needs of colleagues and develop strong and inclusive relationships supported by effective internal and external employee communications.
- Evidence shows that people are increasingly attracted to jobs that provide a sense of purpose, flexibility and work-life balance. Employees are attracted to, and will stay working for organisations with great managers who coach, develop and support them and show an understanding of the importance of the whole person including diversity and inclusion, health and wellbeing.
- It is essential that new employees receive an effective induction and onboarding experience and build early social connections with colleagues at work.
- Our WorkSmart programme has shifted thinking about how and where we work, but we still value the importance of social connections for work collaboration, learning and development. So alongside our digital platforms we are developing new ways to keep people connected – creating new workspaces to support meetings and keep people engaged face to face as well as on-line.
- We are committed to having appropriate policy, pay and reward arrangements in place taking account of legislative, best practice and organisational requirements.



ENGAGEMENT



Inspirational Leadership & Personal Growth

An authentic, considerate approach to
management that supports employee
development

- The role of the manager is central to shaping the culture of our new organisation. Our Being a Buckinghamshire Manager (BABM) programme sets out the expectations we have for all managers and the LEADER framework describes the behaviours we look for – ensuring we have managers who act as great role models.
- Coaching for Performance conversations will provide the opportunity for managers to set direction, coach and develop their staff to reach performance goals and understand their health, and wellbeing needs and future ambitions.
- We want to offer career pathways that provide the opportunity for colleagues to grow and develop in the direction that is right for them and remain with the council in a role they find fulfilling.
- Our culture will also be shaped by our employee values and behaviours and how they go about their work – including showing respect for one another, valuing diversity, collaborating to get things done and sharing a commitment to equality and inclusion.



INSPIRATIONAL
LEADERSHIP

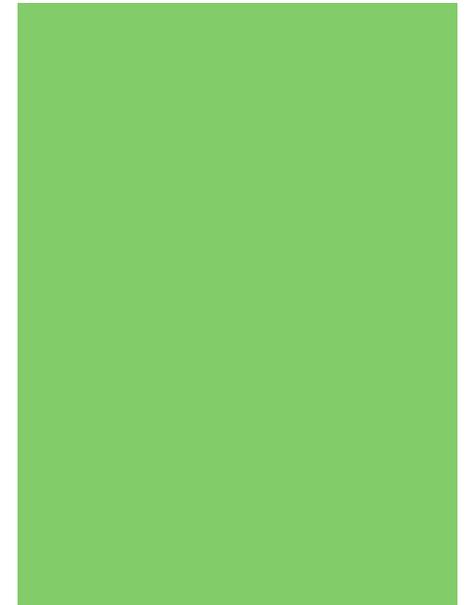
Change Management and HR Consultancy

Partnerships with services to support change and provide professional advice

- Our People Plan must support and enable our internal customers to meet these ambitions through our professional consultancy provision which is commissioned to support major programmes such as Better Buckinghamshire Service Improvement, Work Smart, Convergence, annual pay reviews, academisations, Ofsted and the Adult Social Care Reforms
- Professional HR and OD consultancy and networks will also ensure we are connected to external best practices, research and legislation to ensure we respond well to external circumstances and change.
- Our policies, toolkits and processes are in place to support a skilled, committed, flexible and engaged workforce – building in new work styles and working practices and with particular attention to equality diversity and inclusion



CHANGE MANAGEMENT
AND SERVICE
IMPROVEMENT



HR service improvement

A customer centric service providing easy, efficient access and a great customer experience

- Our customers (managers and employees – internal and external) must be at the heart of everything we do and we therefore need to ensure that they are able to access the information, systems, processes and advisory services efficiently.
- We will provide accessible and clear information through one central platform which will be linked to the relevant HR Systems, enhancing the customer experience.
- Our processes will be streamlined and our systems intuitive and easy to navigate through, enabling our customers to self-serve.
- Customers will be able to access our specialist advisory services at the right time.
- We are enablers for a wide range of HR services across the employee life cycle - from new recruits through to pensioners and everything in between and will work in partnership with our customers to take responsibility for their people management activities enhancing employee engagement..
- We will develop and deliver high standard services focussed on evidence and insight to meet the needs of our customers.
- We will ensure our HR operating model enhances our service delivery and our customer experiences.



SERVICE ENABLERS



People Plan Pillars	Key Performance Measure	Target
Resourcing and retaining a skilled and flexible workforce	Voluntary turnover	12-16%
	Mandatory training completion	90%
	Time to hire	90 days
	Turnover in first year of service	<2 %
Engaging and motivating our people	Together Survey engagement index	70%
	Joiners positively engaged at 3 months' service (on boarder survey)	85%
	Leavers who would recommend us as an employer	80%
	Our Diversity and Inclusion index from Together Survey	71%
Inspirational leadership and personal growth	Together Survey response rate	60%
	Together Survey - positive relationship with line manager	85%
	Mid/end of year C4P reviews and personal development plans complete on SAP at end Sept and end April	90%
Change management and HR consultancy	Together Survey change management index	65%
	Average sickness levels	9 days per FTE
HR service improvement	Service desk volumes	10,500 per Q
	A new KPI based on what our customers think (this will be developed as part of Service Improvement)	tbc
	Service Now first-time fix rate	50%

Key deliverables for the first 2 years 2020-2022

Embedding our new organisation, service improvement, reset and recovery



1. Improve our Customer experience with an effective customer friendly digital platform, expert consultancy and HR leadership
2. Develop our HR operating model and service offer to deliver services in line with organisational priority, capacity and budget including fulfilling our legal and statutory and contractual obligations
3. Roll out and embed our leadership development programme to create the culture we want for our new council
4. Have policies, toolkits and processes in place to support a skilled, committed, flexible and engaged workforce – building in new work styles and working practices
5. Provide professional support to our corporate service review and Work Smart change programmes
6. Improve our workforce metrics and analytics to help better drive and understand employee health and wellbeing, performance, resourcing, skills and succession planning and help improve organisational performance
7. Address our recruitment and retention challenges with an internal and external focus on developing pipelines for current and future skills requirements – including a focus on entry level pathways for young people
8. Raise employee performance through – coaching for performance, setting direction and personal development
9. Communicate with our internal and prospective future workforce, using effective tools for our different workstyles, showing an understanding of their needs and concerns with particular emphasis on diversity, equality, inclusivity and wellbeing

High level workplan 2020-2022

Embedding our new organisation, service improvement, reset and recovery

Key Deliverables for 2020-2022	Resourcing	Engagement	Leadership	Change management	Service Enablers Improvement	Status after first two years
1. Improve our Customer experience with an effective customer friendly digital platform, expert consultancy and HR leadership				x	x	On track for delivery as part of service review ✓
2. Develop our HR operating model and service offer to deliver services in line with organisational priority, capacity and budget including fulfilling our legal statutory and contractual obligations				x	x	On track for delivery as part of service review ✓
3. Roll out and embed our leadership development programme to create the culture we want for our new council	x	x	x			Completed as planned for first two years ✓
4. Have policies, toolkits and processes in place to support a skilled, committed, flexible and engaged workforce – building in new work styles and working practices	x	x	x			Completed as planned for first two years ✓
5. Provide strategic and professional support to our corporate service review and Work Smart change programmes		x	x	x		Completed as planned for first two years ✓
6. Improve our workforce metrics and analytics to help better drive and understand employee health and wellbeing, performance, resourcing, skills and succession planning and help improve organisational performance		x	x	x	x	Completed as planned for first two years ✓
7. Address our recruitment and retention challenges with an internal and external focus on developing pipelines for current and future skills requirements – including a focus on entry level pathways for young people	x	x			x	On track for delivery as part of new employer brand, talent programme & career pathways ✓
8. Raise employee performance through – coaching for performance, setting direction and personal development		x	x			Completed as planned for first two years ✓
9. Communicate with our internal and prospective future workforce, using effective tools for our different workstyles, showing an understanding of their needs and concerns including a particular emphasis on diversity, equality, inclusivity and wellbeing	x	x	x			Completed as planned for first two years ✓

Key deliverables for years 3-5

Towards meeting our place based vision and Council of the year



1. An innovative and clear employee experience including career pathways and development opportunities for people of all ages and at all stages in their career; fair and transparent reward and recognition; authentic engagement, empowerment and wellbeing
2. Developing leaders and managers who are exemplars, who coach and support colleagues as part of our resourcing and retention strategy and with an emphasis on equality diversity, inclusion
3. Employees who act as ambassadors for our council, role modelling our values and promoting our employer brand
4. Embedding our worksmart culture and new ways of working
5. Convergence onto one set of BC terms and conditions
6. Meeting pay and reward challenges in a high inflation environment
7. Building workforce resilience, to respond to fluctuating demand and future challenges through a flexible, peripatetic workforce
8. Facilitating major change programmes such as ASC reforms and Service Improvement
9. Improving our information platform, processes and HR systems to enhance our customers experience.
10. Employer of choice/Council of the year

High level workplan 2023-2025

Towards meeting our place-based vision and Council of the year

Key Deliverables for 2023-2025	Resourcing	Engagement	Leadership	Change management	Service Enablers Improvement	Status Reporting to start from Autumn 2022
1. An innovative and clear employee experience including career pathways and development opportunities for people of all ages and at all stages in their career; fair and transparent reward and recognition; authentic engagement, empowerment and wellbeing	x	x	x			
2. Developing leaders and managers who are exemplars, who coach and support colleagues as part of our resourcing and retention strategy and with a particular emphasis on diversity, equality, inclusivity and wellbeing	x	x	x	x		
3. Employees who act as ambassadors for our council, role modelling our values and promoting our employer brand	x	x	x			
4. Embedding our worksmart culture and new ways of working	x	x	x	x		
5. Convergence onto one set of BC terms and conditions	x	x	x	x		
6. Meeting pay and reward challenges in a high inflation environment	x	x	x	x		
7. Building workforce resilience, to respond to fluctuating demand and future challenges through a flexible, peripatetic workforce	x	x	x	x		
8. Facilitating major change programmes such as ASC reforms and Service Improvement		x	x	x	x	
9. Improving our information platform, processes and HR systems to enhance our customers experience.	x	x	x	x	x	
10. Employer of choice/Council of the year	x	x	x	x	x	

Associated detailed workplans

Resourcing workplan

OD and HRBP workplan

HR service improvement plan

Policy and Reward workplan

Convergence workplan

Work Smart and Work Styles workplan

HR Customer Experience workplan

EDI action plan

Skills and Workforce Board workplan