

Tamworth Borough Council

People and Organisational Development (POD) Strategy 2022-2025

Executive Summary

The People and Organisational Development Strategy has been developed over a series of six clearly defined stages, which are as follows:

- An initial meeting with commissioners to define the scope of the work and to agree a set of guiding principles in support of the development of the POD strategy.
- A comprehensive review of TBC's Organisational Strategy and Action plan to gain an understanding of where the Council is now and where it wants to be and how it intends to get there.
- Stakeholder engagement to gain insight from a 'customer' perspective of the key priority areas for the POD strategy.
- An internal 'strengths review' of the HR function to determine what it needs to do to overcome any barriers for putting in place an effective POD strategy, by identifying structures, policies, practices and resources that may help or hinder its progress.
- Developing the POD Strategy and Action Plan, to include clarifying the vision, corporate priorities, and values – developing the plan of action, identifying thematic areas, key deliverables, and desired outcomes.
- Develop a clear strategy for Stakeholder Engagement and Communication planning.

The POD Strategy has been fully aligned with the TBC Corporate Plan which creates a platform in which Human Resource plans, processes and activities can enable the organisation to achieve success through its people. Further, the POD Strategy reflects the current economic and global climate. The POD Strategy defines the vision, purpose and values of the HR Department that will support and increase TBC's capability, enabling it to achieve its strategic priorities.

The POD Strategy aims to ensure that TBC is an organisation that can meet the challenges it faces brought about by the Coronavirus pandemic which has accelerated the need to do things differently, more efficiently with fewer resources. It aims to provide direction and a framework that is responsive to change, with future leaders identified and developed to lead in a climate of ongoing change.

The POD Strategy aims to ensure that TBC is viewed as a great place to work and will attract and retain high quality people from diverse backgrounds who can make a real difference to the provision of local services thus enhancing the customer experience for residents, businesses and the most vulnerable within the community.

Background and Context

The People and Organisational Development (POD) strategy has been created in support of Tamworth Borough Council's Organisational Strategy and links people management into the operational business processes. You simply cannot have a POD strategic plan without having a well-articulated organisational strategic plan because a Human Resource plan is subordinate to the overarching organisational plan.

The POD planning starts with the strategic priorities from which the people implications are derived. Workforce information gives an understanding of the current situation and what needs to change to meet the strategic requirements for Tamworth Borough Council for now and for the future.

The way in which people are managed, motivated, and deployed, and the availability of skills and knowledge, will all help shape the POD strategy. It is now increasingly common to find business strategies that are inextricably linked with, and incorporated into, strategic Human Resource Management, defining the management of all human resources within the organisation.

The POD strategy fully encompasses the requirements of the 'Reset and Recovery' Programme, specifically in relation to 'people' strategies that focusses on new models of working, from seamless onboarding, output-based performance, employee development and succession planning, thus creating a workplace environment that both attracts and retains the most talented and capable employees.

The POD strategy has been developed in collaboration with senior leaders from across TBC to ensure a full understanding of customer expectations in support of operational plans in order to have an informed and aligned POD strategy.

Guiding Key Principles for People and OD Strategy

The following set of key principals were pre-described at the outset and will be used to **inform** development of the POD strategy and **reflect** to ensure that it remains aligned to the approach set by Tamworth Borough Council (TBC) Senior Leaders within Human Resources.

- Smart Working Practices
- Digital upskilling of employees
- Transformation – 'Reset and Recovery Programme'
- Change Management
- Customer focus a priority / flexible working
- Core values and behaviours ,
- Output based performance management
- Employee well-being

Vision for Human Resources

The 'vision' for Human Resources which support the priority themes aims to establish the bigger picture, setting out the type of world we would want to see and what role TBC Human Resources has in making this become a reality, and will describe the values and behaviours that will underpin the work.

To support the delivery of TBC vision: by *"attracting and developing a highly talented workforce, creating a culture where people can thrive"*.

'Our' Purpose

Our 'purpose' or 'mission' sets out how the HR Department intends to achieve its stated vision and describes the 'journey' of high-level strategic aims that will enable it to get there.

- Supporting our managers to deliver their objectives through targeted people interventions.
- Developing the right skills that enable our employees to do their job.
- Helping the organisation to attract and retain the right people, with right behaviours, aligned to our stated values.
- Attracting talent from the communities to be reflective of the community's demographic.
- Helping to create the right culture through leading and influencing working practices and adoption of modern processes.
- Supporting the organisation to be an employer of choice.
- Protecting the organisation from risk through robust governance and regulation.
- Supporting and coaching our managers and employees on all people matters.
- Supporting the well-being of our employees.

'Our' Values

- Integrity – *We will always act with the upmost integrity*
- Customer Focus – *We will place our customers at the heart of everything we do*
- Collaborative – *We will endeavour to work collaboratively with all our key stakeholders*
- Accountable – *We will be accountable and will own our actions, decisions, commitments. We will deliver on our promises*
- Trustworthy – *We will be a trusted Partner to the business, and will uphold confidentiality*
- Fairness and equality of treatment – *We will treat people fairly and equitably through open and transparent people processes*

Ownership and Implementation

The Head of Human Resources and Organisational Development is responsible for both ownership and implementation of the POD strategy. The Strategy covers a 3-year time period from 2022 to 2025 and will be reviewed annually through existing governance and accountability structures. The reviews will also consider any requirements to update the strategy as a result of changes to the TBC corporate plan, or any other emerging employment related issues.

This POD will contain a supporting 3 year Action Plan that will be monitored and reported via Pentana, alongside the HR Service Plan.

1. POD Strategy - Key Thematic Areas

The POD Strategy identifies the following 8 key thematic strategic areas for achievement:

1. Attraction and Retention – Employer of Choice
2. Recruitment and Selection – Open and transparent
3. Learning and Development – Learning Organisation
4. Succession Planning – Future Leaders
5. Performance – High Performing Organisation
6. Wellbeing – Promoting a Healthy Organisation
7. Diversity and Inclusion – An Inclusive Employer
8. Policy and Practice – Smarter Working

1.1 Attraction and Retention

1.1.1 TBC aims to be an employer of choice, where people aspire to work, attracting people to be reflective of the community's demographic. Traditionally, salaries were used to attract people to an organisation, while benefits helped keep them there, and bonus and incentive schemes motivated them in their work. However, thinking and research about which parts of reward are best suited for recruitment, retention and motivation has changed.

Recent UK research indicates that individuals are attracted, retained and engaged by a whole range of financial and non-financial rewards and that these can change over time depending on personal circumstances. In certain situations, individuals may not consider the financial elements of a package particularly important. For instance, people at the beginning of their career may be more interested in gaining access to training and career development.

The strategy will be to attract and retain the most capable and talented of people whose collective contributions will ensure that TBC's strategic priorities and objectives are achieved. This will be achieved by:

- Establishing what attracts, retains and motivates employees and explore how best TBC can meet these needs as well as meeting the requirements of the organisation.
- Creating flexible benefits options that inspire and motivate employees and create opportunities for employee development.
- Creating a culture of openness, that is supportive and valued by employees which aligns with TBC values and standards of behaviour.
- Communicating the benefits of working for TBC and why it is a great place to work.

1.2 Recruitment and Selection

1.2.1 The recruitment and selection of staff into the organisation represents the beginning of the employee work-life journey and it is important to get this step right by having a robust, fair and objective selection process that attracts good quality candidates. HR needs to ensure that TBC role profiles are both current and relevant.

Recruiting managers need to have the required interview skills to ensure that the best candidates are selected based upon a fair and objective process that ensures equal opportunities for all. Improvements to the recruitment and selection process will be achieved by:

- Being clear about current and future recruitment needs and having an effective strategy, policy and procedure in place to address these needs.
- Refreshing recruitment literature to reflect the new organisation.
- Review and update of recruitment practices and administration processes.
- Ensuring that values and behavioral competencies are used alongside technical skill requirements for all roles.
- Upskilling of recruiting managers, particularly considering new digital onboarding practices.

1.3 Learning and Development – Learning Organisation

1.3.1 TBC aims to be an organisation whereby Change and Improvement at both organisational and individual levels is achieved through the skills development of its workforce.

As such, learning and development plans will be targeted and in line with both TBC corporate priorities as well as individual career plans and continued professional development.

Training and development interventions will equip the organisation to undertake its public service activities through the enabling and equipping of individuals to perform to the required standards. In addition, career pathways will serve to provide employees with opportunities for career progression, personal development and increased job satisfaction.

TBC aims to create an environment whereby its employees will have the knowledge, skills, behaviours and confidence to achieve high levels of performance in their roles which will result in enhanced service levels for residents, visitors and businesses. This will be achieved by:

- Assessing the learning and development needs through an organisational wide training needs analysis and individual needs analysis highlighted through the appraisal process.
- Defining and communicating the required skills, values and behaviours expected of employees.
- Encouraging employees to take responsibility for their own continuous professional development and life-long learning.
- Promoting and providing access for vocational, professional and personal development.
- Providing focused leadership and management training, bespoke coaching and peer to peer mentoring in order to improve capability, particularly for managing and leading teams remotely.

1.4 Succession Planning – Future Leaders

1.4.1 Succession planning is the process of identifying and developing potential future leaders or senior officers, as well as individuals to fill other business-critical positions, either in the short or the long-term. As well as training and development activities, succession planning programmes typically include the provision of practical, tailored work experience relevant for future senior leaders or key roles.

The aim is for the organisation to be able to fill key roles effectively and expediently should the current post holder leave the organisation at short notice.

Succession planning and increasing management capability has been identified as high priority for TBC which recognises the need to identify and support those employees with the potential to progress to senior roles as part of a Talent Management process. This will be achieved by:

- Workforce planning, the organisation will identify the business-critical positions or roles in the organisation for which potential successors are needed and when they are needed.
- Knowledge transfer will be undertaken for key roles where tacit information will be obtained, documented and regularly reviewed.
- Providing extended access to management development activities at all levels.
- Talent Management - Identifying and investing in specific groups of employees who have the potential and are demonstrating the positive behavioral attributes to become future leaders.
- Providing targeted support for line managers at all levels across the organisation, to develop their confidence and capability for leading on change programmes. To

improve how they can effectively communicate change to ensure successful implementation of new initiatives and strategies.

1.5 Performance – High Performing Organisation

1.5.1 A clearly defined Performance Management Framework (PMF) details what needs to be achieved at various levels across the organisation. A PMF system articulates what is expected in relation to acceptable, good or even exceptional performance with strategic and operational objectives cascaded down through the organisation to Directorate, team and individual levels with performance metrics clearly defined to ensure that all employees are playing their part to enable successful outcomes for TBC. High organisational performance will be achieved by:

- Relaunch of the TBC PDR (appraisal) system that facilitates the setting, reviewing and measuring of individual performance throughout the year and across the whole organisation.
- Ensuring that PDR objectives are outcome focused and have a strong element for customer care given the shifting nature of engaging from face to face to digital.
- An evaluation system which ensures that performance is tracked and that responsible individuals are held personally accountable for both good and poor performance.
- A PDR process that enables staff development plans, training plans, as well as signposting for support mechanisms, and capability processes.

1.6 Wellbeing – Promoting a Healthy Organisation

1.6.1 TBC strives to be an organisation that actively promotes the health and well-being of its employees, by creating a safe and supportive environment through:

- Communicating clearly the standards of conduct and behaviour expected of all employees,
- Promoting a culture that engenders tolerance for others, is respectful, supportive and kind.
- Engaging with its employees, by creating opportunities for an exchange of ideas and viewpoints.
- Promoting initiatives that support healthy lifestyles which encourage employees to improve their own health and wellbeing.
- Being agile and flexible for working practices that enable staff to achieve an equitable work- life balance.

1.7 Diversity and Inclusion – An Inclusive Employer

1.7.1 TBC is an employer which values diversity and inclusivity within its organisation and aims to treat all employees and future employees fairly by:

- Ensuring that equal opportunities and diversity in employment are fully embedded across the organisation and become the ‘golden thread’ that runs through all that it does throughout the employee life cycle, through to service delivery.
- Ensuring that TBC comply with all aspects of the Equality Act and that all its policies, processes and procedures are Community Impact Assessed for

compliance, and that TBC embody equality and diversity in all that it says and by how it acts.

- Improving its knowledge of the composition of the workforce and taking positive steps to address gaps to achieve and retain a representative workforce and improve understanding.
- Attracting candidates for employment from the communities it serves.

1.8 Policy and Practice – Smarter Working

1.8.1 The Coronavirus pandemic has seen an acceleration of agile working with 41% of employees now working from home, 20.7% are hybrid with 38.3% are site workers. This has shifted the whole dynamic in terms of people management and has necessitated the need to review policy, procedure and working practices to make them fit for purpose in support of the Reset and Recovery Programme. This will be achieved by:

- Update existing policies as a result of the Trade Union Agreement
- Review and amend existing policies, procedures and guidance as a result of legal changes
- Review and amend existing policies, procedures and guidance in line with current schedule
- Review and reset TBC Values and Behaviours in order to drive culture change

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