

REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	8 JULY 2015
SUBJECT:	PEOPLE STRATEGY 2015 to 2020
REPORT FROM:	CABINET MEMBER FOR RESOURCE AND REGULATION
CONTACT OFFICER:	Tracey Murphy Assistant Director Resources and Regulation (HR & OD)
TYPE OF DECISION:	CABINET (KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	<p>To achieve the Council's vision for the next five years we will need to be leaders of people and leaders of place. We will need an organisation that is innovative, agile, connected and transparent and people issues will be high on the agenda.</p> <p>To address this need we have produced a People Strategy for the next five years which reflects our changing organisation, the changing world of work and the changing aspirations of our people.</p> <p>Rather than a long document the Strategy is presented to support the vision, purpose and values 'plan on a page' and is designed to be a simple yet meaningful document accessible to everyone including a one page charter for all employees.</p>
OPTIONS & RECOMMENDED OPTION	<ol style="list-style-type: none">1. To approve the Strategy. This is the recommended option as it provides the direction and framework for our people policies and practices for the next five years.

	2. To not approve the Strategy. This would leave the Council without a clear Strategy with relation to our people.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	The People Strategy is to be developed and implemented within existing resources. The Strategy will ensure that the workforce is able to respond to future challenges facing the Council.
Health and Safety Implications	There are no health and safety issues arising directly from the Strategy. Any changes in services or operating practice will be subject to risk assessments and implemented in line with existing policy.
Statement by Executive Director of Resources	The Strategy is a key document, and will support the effective delivery of the Council's "Vision, Purpose & Values". The Strategy will link to other key Council Strategies, eg Bury Behaviours, Health & Wellbeing. The Strategy aims to ensure that the Council's workforce is empowered and able to achieve both personal goals, and those of the organisation.
Equality/Diversity implications:	The Strategy provides a framework for the future and does not in itself directly impact on different diversity strands. However the Council's commitment to Equality and Diversity underpins the Strategy and the Equality Strategy feeds into the overarching People Strategy.
Considered by Monitoring Officer:	Yes - JH
Wards Affected:	All

Scrutiny Interest:	
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TRACKING/PROCESS

DIRECTOR:

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
24.6.15			
Scrutiny Committee	Cabinet/Committee	Council	
	8.7.15		

1.0 BACKGROUND

- 1.1 The new People Strategy has been developed against a background of rapid change.
- 1.2 Firstly the changing face of local government with the role of the Council shifting from a provider of services to an organisation facilitating, brokering and commissioning services with the citizen in control rather than under control.
- 1.3 Secondly the changing world of work including digital advances and expectations form a new generation of workers.
- 1.4 Thirdly what people want from work is changing with strong evidence that people expect work to challenge and develop them in an engaging environment.
- 1.5 Fourthly the change towards adaptable leadership as we move towards an increasingly complex and ambiguous world where leadership is key at all levels of the organisation.
- 1.6 Within the Council we have seen (and will continue to see) significant change in terms of experienced people leaving the organisation. This puts an even stronger emphasis and importance on managing our talent, succession planning and taking a more creative approach to this key area.
- 1.7 In these times of change supporting our employees’ health and wellbeing is high on the agenda.
- 1.8 The Vision, Purpose and Values report and ‘plan on a page’ outlined how the challenges and opportunities envisaged for the Council in the coming five year period will require a culture shift within our organisation.
- 1.9 It included a short guide on ‘how we do things around here’ as a clear and unambiguous set of statements as to what is expected of everyone. This is included in the People Strategy as part of the employee charter.
- 1.10 Underpinning this we have an organisation wide competency framework, the ‘Bury Behaviours’ which, based on the vision for the future of the Council, puts

into words the key behaviours that we need people to demonstrate for the vision to be realised.

- 1.11 The new People Strategy has been developed to provide a simple yet meaningful document to set out what we expect from one another and how we will know when we are getting it right.
- 1.12 It has been developed by the Corporate OD team with contributions from Departmental OD/HR teams and has been shared for comments with the Joint Learning Forum and the Resources and Regulation management team.

2.0 ISSUES AND MOVING FORWARD

- 2.1 The vision for the Strategy is 'We want our people to realise a prosperous and sustainable Bury together' putting people at the heart of the Council's vision.
- 2.2 The Strategy builds on one of the six corporate priorities outlined in the corporate vision and values document namely 'to ensure staff have the right skills to embrace significant organisational change through embedding a culture of ownership, empowerment and decision making at all levels of the organisation'.
- 2.3 Through developing the Strategy we have identified four key strategic objectives (Appendix 1 page 5) that enable the vision to be realised. These objectives incorporate the need for adaptive leadership throughout the organisation, the need for individuals to be engaged and empowered and the need for adaptable and proactive teams committed to continuous improvement. The fourth objective relates to the environment that will enable the others to thrive, namely a healthy, vibrant and supportive workplace.
- 2.4 Within the Strategy we identify our benchmark position (ie 'Where we are now') and outline our current level of achievement with relation to the areas where we can measure achievement with regard to our people (Appendix 1 page 6 to 7). This covers areas of work from employee engagement, employee relations, learning and development, recruitment and selection, health and safety, wellbeing, equality and diversity and policies and procedures.
- 2.5 We have many strengths as outlined in this section; yet to achieve our objectives we have challenges ahead.
- 2.6 With relation to 'How we will get there' we recognise that everyone has a key part to play. We have drawn up a people charter which can be found on page 10 of the strategy (Appendix 1).
- 2.7 This is split into two parts; firstly outlining what everyone can expect from their manager and secondly what can be expected of everyone.
- 2.8 As part of the recent employee survey we asked respondents to indicate what they would like to see in a charter and we will incorporate feedback into this so it is subject to change.
- 2.9 The idea is that this is a simple yet meaningful document that can be widely used.
- 2.10 The Strategy identifies the key strategies and policies that will give details as to how we will achieve our objectives.

- 2.11 These are listed on page 8 of the Strategy (Appendix 1). Many of these exist currently though will be developed and updated but the introduction of a Talent Management Strategy for the Council is in recognition of the belief that in order to achieve the objectives of the People Strategy we need a strategic approach to talent management with relation to succession planning, workforce planning and leadership development as well as coaching and mentoring.
- 2.12 This Strategy is currently in development and will be presented to Cabinet for consideration following on from the People Strategy.
- 2.13 We have identified measures of success to indicate how we will know if we are achieving what we set out to achieve and these are listed on page 9 of the Strategy (Appendix 1).
- 2.14 We recognise that communication is key for the People Strategy and are working closely with the authors of the Vision and Values plan on a 'joined up' launch of both documents. This will encompass briefings and workshops.
- 2.15 The Strategy will be updated every twelve months where we will produce a 'People Strategy xx years on' to measure our progress towards our objectives and to review in this changing climate whether our objectives and approach are still fit for purpose.
- 2.16 The Strategy is a five year strategy to tie in with the five year plan.

3.0 CONCLUSION

- 3.1 This report introduces the new People Strategy.
- 3.2 The People Strategy is a five year Strategy designed to set the objectives and provide the overarching framework and mechanism for us to measure our progress towards these objectives in a simple yet meaningful document.

List of Background Papers:

People Strategy 2015 to 2020

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