

# People Strategy 2015-2020



Our people:  
realising a prosperous and sustainable Bury  
together

## Contents

---

Context	3
Where we want to be	5
Where we are now	6
How we will get there	8
Indicators of success	9
Appendix 1: Our People Charter	10
Appendix 2: Our Health and Wellbeing Pledge	11

## Context

---

The world of work is different than it was twenty, ten, even five years ago and not just because of the pressure faced by public sector services. Digital advances and expectations from a new generation of workers have shifted the way we work and collaborate, transforming the workplace and with it, our lives. People issues are high on the agenda. To succeed in achieving our vision we need to be leaders of people and leaders of place. We have already seen the beginning of a shift in the role of the council from a provider of services to an organisation facilitating, brokering and commissioning services with the citizen in control rather than under control. To develop this we need an organisation that is innovative, agile, connected and transparent working as part of a network rather than in silos.

What people want from work is changing. There is a greater expectation that a career will span different organisations both in the public and private sectors and people will expect work to challenge and develop them in an engaging environment with the positive flexibility that the digital age offers.

Leadership is key ... at all levels. We are moving towards an increasingly complex and ambiguous world and this gives us many opportunities with fewer boundaries, adaptable leadership, an increased talent pool and a whole system approach. We will be a smaller, more flexible, purpose driven council and our people strategy is designed to reflect this.



"I wanted our People Strategy to be a clear, unambiguous statement of what needs to be done to allow every employee to be part of Bury's success. Our HR and Workforce development teams across the council have worked together to produce a simple yet meaningful document that sets out what we can all expect from one another and how we will know we are getting it right"

**Tracy Murphy, Acting Assistant Director for Human Resources**

" Bury Council's vision can only become a reality through our people. Those people possess a wealth of talent and also the commitment and energy to transform our Council's approach to public services. This People Strategy represents a progressive and cohesive set of policies, procedures and initiatives that are designed to support every individual in maximising their contribution to our goals along with their own personal development. It helps equip us all for the challenging but also stimulating times ahead and prepare us to seize opportunities".



**Mike Owen, Interim Chief Executive**



" As elected members we fully appreciate that Bury's aim of ***a prosperous, sustainable Bury that is fit for the future*** can only be delivered by our employees working together to make it happen. We are fortunate to have employees with a remarkable range of knowledge, skills and abilities. We are firmly committed to doing all we can to support the strategies, policies and processes that will help everyone to develop and make the most of those valuable talents. I welcome the new People Strategy and believe it clearly illustrates that our people are a priority."

**Sandra Walmsley, Cabinet Member for Resource and Regulation**

## Where we want to be

---

**Our vision : We want our people to realise a prosperous and sustainable Bury together**

This strategy seeks to ensure that we can meet our challenges over the next five years in line with our corporate priority;-

*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.*

To do this we have set the following key strategic objectives:

### **We want to have:**

- **Inspirational, transparent and effective leaders at all levels**
- **An engaged, high performing and diverse workforce, empowered to deliver effective and affordable services**
- **Adaptable and proactive teams, committed to continuous improvement**
- **A healthy, vibrant and supportive workplace**

## Where we are now

---

- In the 2014 Local Government Association Peer Review, the Council received the following feedback:

*“The council benefits from strong and effective leadership from a chief executive and leader who work together well as a partnership, and from an amazing level of commitment from employees, which Bury should celebrate as being well-above the norm in most local authorities and engage more in its planning for the future.”*
- Through our Bury Behaviours we have defined what ‘good looks like’ in terms of what behaviours people at all levels need to demonstrate for the council to achieve its vision and outcomes.
- These Behaviours have been integrated into our refreshed and user friendly employee review, development provision and recruitment and selection.
- We have introduced a flexible management development programme to support our managers and aspiring managers to be fit for the future.
- We have successfully retained our IIP accreditation in 2014.
- We have provided many opportunities for young people in the borough through our successful Backing Young Bury programme and these include apprenticeships, work experience placement and employability skills sessions.
- We have established a learning agreement with the Trade Unions and our joint learning forum goes from strength to strength.
- In our 2013 57% of employees were satisfied with Bury Council as an employer despite the adverse economic climate and this was an improvement on the previous years.
- Our equality related employee groups are supported by the council and the Trade Unions and continue to support our agenda to work towards an increasingly inclusive workforce.
- In 2015 we achieved success in the Stonewall Workforce Equality Index achieving 62 place out of nearly 400 entrants and the top ranking of any council in the North West region.
- We have successful and flexible recruitment practices through our revised recruitment framework.
- We have robust policies, procedures and guidance to support managers, HR professionals and employees in the organisation throughout the employment

life cycle. These are reviewed regularly to ensure they comply with legislation and good practice.

- We continue to support employees when their future employment may be under threat through our redeployment process and Now and Next programme.
- We have a strong suite of work/life balance policies and are striving to improve our package of employee benefits as an aid to improving employee satisfaction/engagement.
- We are reviewing our Consultation Framework with the trade unions to strengthen relationships and ensure comprehensive consultation takes place from the early stages of the development of a plan through to implementation.
- We have reduced the size of the workforce, but have kept the number of compulsory redundancies to only 8 between April 2014 and June 2015. Furthermore:
  - Between April 2014 and June 2015 we have successfully redeployed 28 employees whose continued employment was at risk.
  - Between April 2014 and June 2015 21 people have taken advantage of the Flexible Retirement option; creating savings for the Council whilst retaining the valuable skills of experienced staff.
- We have developed comprehensive but proportional arrangements to enable contract managers to ensure that consistently high standards of health and safety management are applied whenever services are procured on behalf of the Council and are working to assist local service providers with the support that they need in order to meet these requirements.
- An assessed Health and Safety training programme has been delivered to all managers, this covered the core aspects of managing health and safety. The next phase is to review the wider Health and Safety training needs and how they sit within the corporate development framework and provisions.
- We are continuing our efforts to provide responsive Occupational Health services, delivered to protect and promote the health, safety and wellbeing of our employees whilst at work.
- We have successfully engaged external providers to deliver fast track physiotherapy and counselling services, ensuring our employees are fully supported in maintaining their physical and mental wellbeing.

## How we will get there

---

This strategy is owned by the Cabinet and Senior Leadership Team, and progress against it will be monitored by the Organisational Development Team. However, it is the responsibility of **all** the Council's managers and employees to ensure that the strategy is implemented fully and effectively. Everyone has their part to play in making sure that we have a workforce that is ready and able to deliver quality services to the people of Bury.

Supporting the People Strategy are a number of other important documents:

<b>People Strategy</b>	
<ul style="list-style-type: none"><li>▪ Employee Engagement Strategy</li><li>▪ Equality Strategy</li><li>▪ Talent Management Strategy</li><li>▪ HR Policies and Procedures</li><li>▪ Learning and Development Programme</li><li>▪ Bury Behaviours</li><li>▪ Health and Well-being Strategy</li></ul>	

All managers and employees should also be aware of and commit to our **People Charter** (see Appendix 1).



## Indicators of success


---

We will be confident that we are achieving the aims of this strategy if we can evidence the following:

- ★ The majority of employees indicate, through the Employee survey that they have had an employee review and that it was beneficial.
- ★ Employee engagement has increased (in the 2013 full staff survey, 57.9% of respondents were satisfied overall with Bury Council as an employer)
- ★ The Council remains an employer of choice for employees of all equality characteristics (in 2015, Bury Council came 62<sup>nd</sup> in Stonewall's top 100)
- ★ We will have encouraged and actively supported our employees to become more physically active and to lead healthier lives, as set out in our Health and Wellbeing Pledge (see Appendix 2)
- ★ The Council will retain our Investors in People award
- ★ A leadership programme for senior leaders is established and all of our senior leaders have undertaken the Leadership Development programme
- ★ 80% of learners and managers report that learning undertaken:
  - achieved the planned outcomes
  - resulted in improved performance or service delivery
  - was value for money
- ★ The majority of employees, through the Employee survey, indicate that their work is:
  - meaningful
  - suits their skills and abilities
  - well supported
- ★ The majority of employees, through the Employee Survey feel confident that:
  - communication from senior management is effective
  - they have an Employee Voice
- ★ Continue to support young people into employment through Backing Young Bury schemes eg. supported internships and apprenticeships
- ★ Continue to recruit, develop and actively retain talented employees

A report will be produced to outline our progress against these indicators each year. For further information about the People Strategy, please contact:

**Tracy Murphy, Acting Assistant Director for Human Resources**

 **0161 253 5160**

 **t.e.murphy@bury.gov.uk**

## Appendix 1: Our People Charter

### You can expect your manager to...

**B**e fair and treat you with dignity and respect, promote an appreciation of diversity and deal with inappropriate behaviour effectively

**U**se your skills, abilities and experience. Encourage you to think creatively, challenge constructively and help you to implement ideas that add value!

**R**ealise clear, aspirational targets with you and explain how they contribute to Bury's goals

**Y**our development – help you identify and engage in appropriate learning and development and help you use your learning in your job.

**M**ake sure plans and priorities are clearly and honestly communicated and provide constructive feedback on progress

**A**ct appropriately to ensure a safe and healthy working environment

**N**urture a culture of high quality outputs from the whole team that meet legal and safety requirements

**A**ccept responsibility for their actions and be diligent and focussed in achieving goals

**G**uide you through change and view opportunities to adapt to change positively.

**E**ffectively lead the team, balancing the interests of individuals, the team and the organisation

**R**espect your confidentiality, listen to and support you

### Your manager can expect you to...

**B**e hard working to achieve goals and continually improve your own and your team's performance

**U**nderstand our vision and outcomes and take an interest in what's happening across the whole of the organisation ... don't work in silos!

**R**espect others, treat everyone with dignity and behave in a professional manner at all times

**Y**our Council ... be an ambassador for Bury Council

**C**hallenge and support each other ... don't be a bystander

**O**wn our actions ... take full responsibility and don't blame others

**U**phold the Council's values in all that we do

**N**etwork: build good relationships with the team, teams across the council and with partner organisations

**C**ustomers: forge strong links, set realistic standards ... and achieve them

**I**nspire and innovate ... look at different ways of working and be flexible and adaptable ... take calculated risks!

**L**eadership and learning happens at all levels in the organisation ... continually develop your skills and competencies

## **Appendix 2: Our Health and Wellbeing Pledge**

Bury Council really values its employees and recognises that they are our most important asset.

We want to do everything we can to support and develop our staff and to improve their health and wellbeing. As well as being the right thing to do for people we value, we also recognise that proactively supporting employees' physical and mental wellbeing brings important organisational benefits, including reduced sickness absence, increased productivity, greater staff engagement and reduced staff turnover.

A fitter, healthier workforce is more engaged, efficient and productive.

This also sends a positive message about the importance of health and wellbeing to employees, customers and the wider community.

Our pledge:

**We will encourage and actively support our employees to become more physically active and to lead healthier lives**

Within this we will:

- Provide opportunities for our workforce to be physically active
- Provide information relating to physical exercise, health and wellbeing
- Enable our workforce to join the Active Lifestyle membership scheme to use Council leisure facilities at a discounted rate
- Seek to increase physical activity in the workplace, for example by promoting workplace champions, walking meetings and the use of flexible working opportunities
- Promote a culture that values and supports both physical and emotional wellbeing
- Assess ourselves against the Workplace Wellbeing Charter