

REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	13 APRIL 2016
SUBJECT:	Talent Management Strategy 2016 – 2020
REPORT FROM:	Councillor Sandra Walmsley (Cabinet Member for Resources and Regulation)
CONTACT OFFICERS:	Steve Kenyon, Interim Executive Director of Resources & Regulation Tracy Murphy, Assistant Director of Resources & Regulation (HR & OD)
TYPE OF DECISION:	CABINET (KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	<p>Our Talent Management Strategy outlines how we aim to plan for, resource and develop our employees to reach their potential and to meet the challenges and opportunities over the coming five years. It is a fundamental strategy for achieving our corporate aims and the aspirational objectives of our People Strategy.</p> <p>It sets out how we will manage the risk of not having the right skills and behaviours in the right place at the right time. It builds on our organisation's strengths in these areas and identifies gaps in our practice and strategies for tackling these gaps particularly with relation to succession and workforce planning. It is key to managing the risk of not having the right people with the key skills particularly in critical roles.</p>
OPTIONS & RECOMMENDED OPTION	<ol style="list-style-type: none"> 1. To approve the strategy including the proposed plan to introducing succession planning on a pilot basis. This is the recommended option as it provides the direction and framework for our talent management 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 talent management and risk leaving us without the necessary skills for the future in critical posts.
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 strategy will be implemented within existing resources. The strategy will help ensure that the Council has effective workforce planning in place at a time of considerable organisational change.
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 Interim Executive Director of Resources & Regulation	There are no wider resource implications.
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. Equality Analysis will be carried out at each stage of developing proposals for succession planning.
Considered by Monitoring Officer:	Yes Although not a statutory or regulatory requirement, this strategy ties in with the Council's Visions Purposes and Values and its plan for change. There are no legal implications other than those noted in connection with the need to address equality issues during the development and implementation of any future succession planning.
Wards Affected:	All
Scrutiny Interest:	

TRACKING/PROCESS**INTERIM EXECUTIVE DIRECTOR OF
RESOURCES & REGULATION:**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
7.3.16	26.2.16		
Scrutiny Committee	Cabinet/Committee	Council	
	13.4.16		

BACKGROUND

- 1.1 The new Talent Management Strategy has been developed against a background of rapid change as identified in the People Strategy.
- 1.2 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.
- 1.3 One of the key corporate priorities is to 'ensure staff have the right skills to embrace significant organisational change'.
- 1.4 Underpinning this we have a 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.
- 1.5 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.
- 1.6 Talent management is not new. We have successful strategies and policies in place for recruitment, retention and development of our people which are integral parts of this strategy.
- 1.7 However we recognised that we needed to take a more coordinated approach to this and to identify where the gaps were and put forward strategies to address these gaps. (Appendix 1).
- 1.8 The gaps are critically around our approach to planning for succession to key roles and this managing the risk that inadequate planning affords.
- 1.9 We identified therefore the need to develop a proposal regarding succession planning that addresses this gap whilst supporting an organisation committed to equality of opportunity. (Appendix 2)
- 1.10 The strategy has been developed by the Corporate OD team with contributions from Departmental OD/HR teams and the Resources and Regulation management team.
- 1.11 The timeline for introducing the pilot is included as Appendix 3.

- 1.12 We have begun drawn up an initial draft of what we feel will be the key skills, behaviours , knowledge and experience for the 'Executive Leader' of the future We will seek the views of the Senior Leadership Team of the council to verify and develop this further.

2.0 ISSUES AND MOVING FORWARD

- 2.1 Through developing the strategy we have identified four key strategic objectives (Appendix 1 p6) that support the corporate priority stated above. These objectives incorporate the need for flexible, resilient individuals ready for the next challenge, skilled for the present and the future in an organisation that is an 'Employer of Choice' and can respond quickly to changing circumstances.
- 2.2 The strategy defines what we mean by talent management and how it can be split into three key components; planning, resourcing and developing.
- 2.3 Within the strategy we identify our benchmark position with regard to each of these three key components (ie 'Where we are now'). This benchmark position is summarised on page 7 of Appendix 1. This covers areas of work including recruitment and selection, Backing Young Bury, coaching and mentoring, learning and development and leadership development that indicate what we are currently doing in relation to talent management.
- 2.4 We have many strengths as outlined in this section; yet to achieve our objectives we have challenges ahead and the table also highlights the gaps in red. These are primarily in the planning area though we have also identified 'development centres' which will be a key tool in effective succession planning and 'executive development' as two further areas of priority going forward.
- 2.5 The table is presented with Bury Behaviours and Equality and Diversity running through all that we do in this area.
- 2.6 The section 'How we will get there is split into three parts reflecting the three key components of planning, resourcing and developing. Some of what is included is building on our success (for example with Backing young Bury or our Leadership and Management programme) whilst other inclusions focus on taking new approaches to workforce and succession planning.
- 2.7 Each of the areas indicates how we will measure our success going forward. These are detailed in pages 8 to 12 of the strategy (Appendix 1).
- 2.8 Further detail has been drawn up with regard to succession planning recognising that this is an area open to many different interpretations and approaches. Our suggested approach is detailed in Appendix 2 of this report.
- 2.9 The approach recommended is that we focus initially on the senior tier of management and consider the skills and behaviours that these roles will require going forward.
- 2.10 The approach involves assessing the skills of those in the tier below and producing development plans for those individuals who could be potential successors.
- 2.11 The approach involves establishing a succession planning panel to facilitate these plans particularly when cross organisational projects working/

secondments are needed for individuals to develop the skills needed for the next role.

- 2.12 It is recommended that this pilot be monitored and evaluated with a view to developing an approach for the council.
- 2.13 The strategy will be updated every twelve months where we will produce a 'Talent Management Strategy one or two 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.
- 2.14 The timescales for the strategy align with the corporate plan and the people strategy.

3.0 CONCLUSION

- 3.1 This report introduces the new Talent Management Strategy and suggested approach to Succession Planning.
- 3.2 The Talent Management 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:

Talent Management Strategy 2015 to 2020

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