

REPORT FOR DECISION

DECISION OF:	Cabinet
DATE:	7 September 2016
SUBJECT:	People Strategy : One Year On
REPORT FROM:	Councillor Jane Lewis, Deputy Leader – Finance & Human Resources
CONTACT OFFICER:	Stephen Kenyon, Interim Executive Director of Resources & Regulation
TYPE OF DECISION:	Key Decision
FREEDOM OF INFORMATION/STATUS:	Within the public domain
SUMMARY:	<p>The purpose of this report is to update the Cabinet with progress made against the measures of success one year into our five year People Strategy and to highlight priorities for the coming twelve months.</p> <p>Cabinet are asked to endorse the direction of travel set out in the report as an appropriate way to achieve the vision, priorities and strategic outcomes set out in our People Strategy and to promote the strategy with particular reference to greater exposure of the People Charter.</p>
OPTIONS & RECOMMENDED OPTION	The recommended option is to endorse the strategy as the vehicle to support the corporate priorities and strategic outcomes of the council
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 developed and implemented within existing resources. Whilst it is difficult to quantify cashable benefits derived, research suggests every £1 spent generates a notional £4 value.
Health and Safety Implications	One of the strategic outcomes for the People Strategy relates to having a healthy environment and there are key measures in place to monitor our progress towards this outcome. The strategy is underpinned by the Bury Behaviours and Health and Safety is threaded through this framework.
Statement by Interim Executive Director of Resources & Regulation	An effective People Strategy is critical as the Council seeks to modernise its workforce to address new service challenges.
Equality/Diversity implications:	Equality Analysis was carried out when the People Strategy was devised and has been revisited to check that it is still fit for purpose. Equality considerations are key to the success of the strategy.
Considered by Monitoring Officer:	Yes JH The recommendation is in accordance with the Policy Framework.
Wards Affected:	All
Scrutiny Interest:	

TRACKING/PROCESS

INTERIM EXECUTIVE DIRECTOR: R&R

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
SLT 20.6.16	HR Portfolio Meeting 12.8.16		
Scrutiny Committee	Cabinet/Committee	Council	
	Cabinet 7.9.16		

1.0 BACKGROUND

- 1.1 The People Strategy 2015 to 2020 was introduced a year ago. It is a five year strategy supporting the Council's Vision and Values and reflecting the national and local context and the changing world of work. As with the previous People Strategy it was agreed that progress would be reported every twelve months. The 'People Strategy One Year on' is therefore attached as an appendix to this report.
- 1.2 The People Strategy was communicated at the end of last year to employees and stakeholders alongside the new Vision and Values. This included forming an integral part of the workshops delivered to managers across the Council.
- 1.3 Since launching the People Strategy last year the Council has approved new Talent Management, Workforce Wellbeing, and Equality Strategies, all of which fall under the People Strategy and address our approach to these key strands of the strategy. Each of these lays out in more detail how the work in these areas will contribute towards the achievement of the vision, priorities and outcomes outlined in the People Strategy.
- 1.4 Since launching there have been further developments at national, regional, sub regional and local level, most recently in the further ambiguity we are seeing since the result of the EU referendum. We have considered these developments when looking at our strategy one year on.

2.0 ISSUES

- 2.1 The vision for the People Strategy 2015 to 2020 states that:

We want our people to realise a prosperous and sustainable Bury together.

It supports 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

- 2.2 In order to make this vision a reality we defined what we would need to see happening in our organisation and therefore the four strategic objectives were set and these were:

1. Inspirational, transparent and effective leaders at all levels.

2. An engaged, high performing and diverse workforce, empowered to deliver effective and affordable services.

3. Adaptable and proactive teams, committed to continuous improvement.

4. A healthy, vibrant and supportive workplace.

- 2.3 When considering the strategy 'one year on' we considered these objectives and asked ourselves and others (including HR and OD Leaders and the Corporate Performance team) 'Are these the right outcomes? Do they encapsulate what we would need to see to demonstrate that we are achieving our priority and vision?'

- 2.4 We concluded that these outcomes were fit for purpose and represented what needs to be measured.
- 2.5 We then considered the measures we included in the strategy and have reported against these linking them more closely with each of the strategic outcomes.
- 2.6 Where we felt we needed further measures we have added these to ensure that we have an effective and robust means to demonstrate progress towards each of the four outcomes. We have reported progress on each of these measures and provided information on 'next steps'.
- 2.7 Going forward the 2016 Employee Survey will provide significant quantitative data to monitor progress towards our outcomes.
- 2.8 The People Charter which was included in the original People Strategy a year ago is included for further onward communication.

3.0 CONCLUSION

- 3.1 The strategy is operating in the context of 'doing more with less' but also encompasses the recognition that on occasion it will be prudent to 'invest to save'. Investing in the workforce should potentially lead to fewer costly claims for example and a lesser reliance on expensive agency/consultant resource. Whilst productivity is notoriously difficult to measure studies show that for every £1 spent on engaging employees an organisation receives £4 in benefit.
- 3.2 A further review of the measures within the strategy will be carried out in twelve months time in the 'People Strategy two years on'.

List of Background Papers:

People strategy One Year On

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