

People Strategy 2015-2020

- One Year On!



Our people:
realising a prosperous and sustainable Bury
together

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Introduction

Last year we set out our vision, priorities and strategic outcomes for our people strategy to take us from 2015 to 2020. We are now 'One Year On' and in a position to measure where we are in terms of working towards these outcomes and to focus on what needs to be done going forward.

The context in which we are operating continues to change with further developments at national, regional, sub regional and local level. The EU referendum result brings about further ambiguity in this regard. Over the last twelve months we have seen developments at GM level particularly with regard to integration of Health and Social care. Twelve months on it has become even clearer that we need an organisation that is innovative, agile, connected and transparent.

This document outlines the progress we have made against each of our strategic outcomes and highlights the priorities going forward.

Where we want to be

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

Our strategy continues to seek 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.'

Our strategic outcomes continue to be:

- 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**

Moving towards these outcomes

We have been working hard to achieve our strategic outcomes and have already made strong progress ...

Measure	Baseline	Progress so far	What we will do now
Inspirational, transparent and effective leaders at all levels			
The majority of employees indicate, through the employee survey that they have had an employee review and that it was beneficial	<p>The 2013 survey found:</p> <ul style="list-style-type: none"> ▪ I receive regular and constructive feedback on my performance (1:1's etc) <ul style="list-style-type: none"> - ACS - 76.4%; CS - 72.1%; CEs - 71.8%; DCN - 44.6% ▪ I have had regular employee reviews within the last 3 years - ACS - 87%; CS - 61.1%; CEs - 71.8%; DCN - 50% 		These questions will be asked again in the Sept 2016 survey
<p>The majority of employees, through the employee survey, feel confident that:</p> <ul style="list-style-type: none"> ▪ communication from senior management is effective ▪ they have an Employee Voice 		<p>In the 2015 employee survey, we found that:</p> <ul style="list-style-type: none"> ▪ 55% of employees felt that they were satisfied with the information they receive from senior management ▪ In terms of employee voice, 49% of employees felt that they have the opportunity to contribute their views 	These questions will be asked again in the Sept 2016 survey

		before changes are made which affect their job and 50% feel it is safe to speak up and challenge the way things are done	
A leadership programme for senior leaders is established and all of our senior leaders have undertaken the Leadership Development programme		The GM Leadership programme has been reviewed to ensure that our own programme complements the GM offer. Senior managers have begun to participate in the GM Leadership programme via masterclasses and the Aspire programme. Meetings with NWEO have been held to scope out a programme.	OD will liaise with SLT and NWEO to build on initial proposals and take a steer from SLT to enable development of a programme that is appropriate to the organisation going forward.
An engaged, high performing and diverse workforce, empowered to deliver effective and affordable services			
Employee engagement has increased	In the 2013 full staff survey, 57.9% of respondents were satisfied overall with Bury Council as an employer	The 2015 employee survey shows a good increase in employee engagement, with 64% of employees stating that they were satisfied overall with Bury Council as an employer	This question will be asked again in the Sept 2016 survey
The majority of employees, through the Employee survey, indicate that their work is: ▪ meaningful		In the 2015 employee survey, we found that: ▪ 89% of employees understand how their work contributes to the objectives	These questions will be asked again in the Sept 2016 survey

<ul style="list-style-type: none"> ▪ suits their skills and abilities ▪ well supported 		<p>of their immediate team, and 83% understand how their work contributes to the success of Bury Council</p> <ul style="list-style-type: none"> ▪ 77% of employees felt that their job made good use of their skills and abilities ▪ Employees generally feel well supported by colleagues, in that 83% of employees feel that the people in their immediate team cooperate to get the work done, and 78% feel that there is good cooperation between the teams they work with. However, in terms of line management support, 71% feel that their immediate manager communicates effectively and 65% believe that their immediate manager motivates and inspires them to be more effective in their job. 	
<p>Continue to support young people into employment through Backing Young Bury schemes eg. supported internships and apprenticeships</p>		<p>The Council continues to support many young people into employment:</p> <ul style="list-style-type: none"> ▪ In 2015 we launched a supported internship scheme for young people 	<p>We are currently recruiting 12 more apprentices. We are also making sure that we are best placed to manage the new Apprenticeship Levy and Public Sector Recruitment</p>

		<p>with learning difficulties, and currently have 5 young people on placement with us.</p> <ul style="list-style-type: none"> ▪ In 2016 we were nationally recognised as top apprenticeship employer by the Sunday Telegraph ▪ We currently have 53 apprentices working for us. 	Target.
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Adaptable and proactive teams, committed to continuous improvement

The Council will retain its Investors in People (IiP) award	The Council currently holds IiP status. It will expire in March 2017.	The Council continues to incorporate the principles of IiP in our people management strategies and practices. A report has been considered by SLT whether retaining IIP is still an appropriate utilisation of resources in the current climate. A cost benefit analysis has been carried out and SLT have asked OD to consider other potential options and report back	SLT will consider all of the available options and decide on the most appropriate way forward with regard to the standard. In any eventuality the council will continue to incorporate the IiP principles.
80% of learners and managers report that learning undertaken: <ul style="list-style-type: none"> ▪ achieved the planned outcomes 	Short term evaluation has been in place in Bury for many years which assesses the quality of the learning intervention. However,	Initially long term evaluation has been carried out on externally accredited programmes, or those for which there has been a	We will extend the ROI process to ensure learners and managers understand the importance of incorporating learning into

<ul style="list-style-type: none"> resulted in improved performance or service delivery was value for money 	<p>longer term evaluation which assesses return on investment and longer term impact of learning was only implemented in June 2015.</p>	<p>significant investment of time or other resource in order to test the process.</p> <p>Of the sample evaluated against these questions:</p> <p>Question 1 – Did the learning achieve the planned outcomes identified in section 1?</p> <p>83% of employees answered 'Yes' to this question</p> <p>6% of employees answered 'No' to this question</p> <p>11% of employees didn't respond to this question</p> <p>Question 2 – Has employee performance or service delivery improved?</p> <p>94% of employees answered</p>	<p>the workplace.</p>
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		<p>'Yes' to this question</p> <p>6% of employees answered 'No' to this question</p>	
Continue to recruit, develop and actively retain talented employees	The Bury Behaviours framework is in place, and has been embedded in the employee review process since 2014 to ensure continuous development of employees.	<p>We are making increased use of the Bury Behaviours in the recruitment process, along with other relevant assessment tools, to enable us to recruit quality employees.</p> <p>We have also launched a Talent Management Strategy, to ensure that we are best placed to attract, recruit, select, retain and develop employees to meet our present and future needs. We have developed a succession planning process, which will be piloted with senior managers.</p>	We will prepare and implement development centres as part of the pilot for the approved succession planning process.
A healthy, vibrant and supportive workplace			
The Council remains an employer of choice for employees of all equality characteristics	In 2015, Bury Council came 62 nd in Stonewall's top 100	The Council came 60 th in the Stonewall 2016 Workplace Equality Index. This is an improvement on the previous year. We have also been showcased in The Times for	We plan to enter the Stonewall Workplace Equality Index 2017

		our good LGBT equality practice.	
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)		In April 2016 we launched the Council's Workforce Wellbeing Strategy 2016-2020.	We will deliver against the Workforce Wellbeing Strategy's action plan, to support the physical and emotional wellbeing of our employees.

How we are getting there

This strategy is owned by the Cabinet and Senior Leadership Team, and progress against it is 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:

People Strategy	
<ol style="list-style-type: none">1. Employee Engagement Strategy2. Equality Strategy3. Workforce Wellbeing Strategy4. Talent Management Strategy5. HR Policies and Procedures6. Learning and Development Programme7. Bury Behaviours	

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

Monitoring and further information

Further reports will be produced to outline our progress against the strategic outcomes set out in the People Strategy each year.

For further information about the People Strategy, please contact:

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Appendix 1: Our People Charter

You can expect your manager to...

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

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

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

Your development – help you identify and engage in appropriate learning and development and help you use your learning in your job.

Make sure plans and priorities are clearly and honestly communicated and provide constructive feedback on progress

Act appropriately to ensure a safe and healthy working environment

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

Accept responsibility for their actions and be diligent and focussed in achieving goals

Guide you through change and view opportunities to adapt to change positively.

Effectively lead the team, balancing the interests of individuals, the team and the organisation

Respect your confidentiality, listen to and support you

Your manager can expect you to...

Be hard working to achieve goals and continually improve your own and your team's performance

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

Respect others, treat everyone with dignity and behave in a professional manner at all times

Your Council ... be an ambassador for Bury Council

Challenge and support each other ... don't be a bystander

Own our actions ... take full responsibility and don't blame others

Uphold the Council's values in all that we do

Network: build good relationships with the team, teams across the council and with partner organisations

Customers: forge strong links, set realistic standards ... and achieve them

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

Leadership 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