

<b>REPORT FOR DECISION</b>
----------------------------

<b>Agenda Item</b>	
--------------------	--

<b>DECISION OF:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>7 September 2016</b>
<b>SUBJECT:</b>	<b>Bury Behaviours</b>
<b>REPORT FROM:</b>	<b>Councillor Jane Lewis, Deputy Leader – Finance &amp; Human Resources</b>
<b>CONTACT OFFICER:</b>	<b>Rosemary Barker, Head of People Strategy</b>
<b>TYPE OF DECISION:</b>	<b>NON KEY DECISION</b>
<b>FREEDOM OF INFORMATION/STATUS:</b>	This paper is within the public domain
<b>SUMMARY:</b>	The 'Bury Behaviours' were introduced three years ago. This report is to update Cabinet on the progress to date and to share an updated and revised version of the framework which has been developed to reflect internal and external changes, feedback and learning from the last three years.
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	<p>The options are to support or not support the newly revised framework.</p> <p>The recommendation is to support embedding of the framework as it details behaviours at all levels of the organisation that are and will be key to the Council achieving our priorities and vision going forward.</p>
<b>IMPLICATIONS:</b>	
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework?      Yes
<b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b>	Work on the Bury Behaviours is undertaken within existing budgetary provision.

<b>Health and Safety Implications</b>	Appropriate behaviours regarding Health and Safety are integrated into the framework. Adhering to the Bury Behaviours will support best practice in Health and Safety.
<b>Statement by Interim Executive Director of Resources &amp; Regulation (including Health and Safety Implications)</b>	The Bury Behaviours framework is key to the delivery of the People Strategy, and is essential in ensuring the Council has a fit for purpose and engaged workforce.
<b>Equality/Diversity implications:</b>	Values, Ethics and Diversity is one of the nine behavioural areas and the indicators express what is expected of employees and managers at all levels with regards to Equality and Diversity, promoting a positive culture and expecting and promoting positive behaviour. The Bury Behaviours is a key tool to ensure that we comply with our responsibilities under the Equality Act and the Public Sector Equality Duty.
<b>Considered by Monitoring Officer:</b>	Yes <span style="float: right;">JH</span> In today's environment, stakeholders and members of the public have high expectations that public bodies will be run in accordance with good corporate governance practices and ethical standards. The Bury Behaviours framework encourages and supports positive behaviours in terms of these.
<b>Wards Affected:</b>	All
<b>Scrutiny Interest:</b>	

**TRACKING/PROCESS**

**INTERIM EXECUTIVE DIRECTOR:**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
SLT 20/06/16	12/08/16		
Scrutiny Committee	Cabinet/Committee	Council	
	07/09/16		

## 1.0 BACKGROUND

- 1.1 The Bury Behaviours were designed in 2013 following a thorough job analysis exercise involving an occupational psychologist with expertise in the field. It consists of nine key behavioural areas divided into four tiers reflecting the complexity of the organisation.
- 1.2 The job analysis process involved a number of key elements including visionary interviews with senior leaders to 'future proof' the framework and focus groups with employees across the organisation. These focus groups helped ensure that the framework reflected Bury language and 'what good looked like' in terms of behaviour across the Council.
- 1.3 One of the key aims of the initial project was to have a framework that was fully integrated into our key people processes. Since its introduction the framework has been integrated into a revised Employee Review process which encourages managers and employees to use the framework as a tool to analyse areas of strength and areas of development.
- 1.4 The framework underpins our People Strategy (including our Employee Charter) and Learning and Development programme and runs through the Management and Leadership Development programme introduced since the launch of the behaviours.
- 1.5 The framework has been integrated into our redesigned recruitment and selection code of practice and is being increasingly used in Assessment Centres particularly through the mapping to the occupational personality questionnaire.
- 1.6 The framework has been a useful aid for coaching and mentoring and underpins our newly launched Talent Management Strategy. It will be key when rolling our succession planning pilot this year.
- 1.7 When considering the three year review of the framework we took into account the following:
  - That the original framework was 'future proofed' at the time of launching so is unlikely to be completely unfit for purpose now despite significant changes in the national and local context in which it operates.
  - That the framework is integrated into a number of key people processes and linked to the occupational personality questionnaire so to make radical changes at this stage would probably not be prudent.
  - That however the rate of change to the world of work has been (and continues to be) rapid and that the framework needs to reflect that.
  - That since its conception the council has adopted a five year Corporate Plan incorporating a revised Vision and revised Values and that these need to be reflected in the framework.
  - That a set of expectations for Greater Manchester Leaders has been developed and that the framework needs to reflect these. (**Appendix 2**)
  - That health and wellbeing and developing a culture of positive behaviour are (and will continue to be) key priorities for the council and that these should be firmly rooted in the framework.

- 1.8 Views on the framework and its usage were sought from workforce development teams and from managers across the council. Research was carried out into best practice in other organisations including the Civil Service, the NHS and a wide range of Local Authorities.
- 1.9 The findings from the 79 managers who responded can be summarised as follows:
- That 60% of the managers who responded to the survey had had a positive experience of the framework and found it helpful. 40% felt that it required improvement.
  - That 80% of those responded were using the framework for employee review with only a small percentage using the behaviours more widely.
  - The most frequent positive observations were around the useful language in the tool and the practical help it offered when conducting employee reviews, 1:1s and difficult conversations.
  - The most frequent negative observations concerned the complexity of the framework, the tiers, and the fact they considered it to be time consuming.

## **2.0 ISSUES**

- 2.1 The framework has therefore been revised. The original structure of the framework including the number of tiers has been maintained. However the indicators in many cases have been revised in response to the changing landscape, our research into best practice and the feedback that we have received. The new version is attached as **Appendix 1**. Some of the key developments of the revised framework are:

There is significantly more emphasis on

- People management
  - Teamwork
  - Communication
  - Wellbeing
  - Promoting a positive culture
  - Management of place
- 2.2 In addition the framework has been strengthened to bring greater clarity to our expectations on efficiency in terms of elimination of waste, challenging bureaucracy and challenging inefficiency. Greater emphasis has been placed on decision making, digital transformation, preventing bullying and health and safety.
- 2.3 To reflect the comments on ease of use and complexity the intranet pages for Employee Review have been amended.
- 2.4 To develop further flexibility we have developed a number of 'behavioural spotlights' where we have put together some key indicators for a particular area. For example if a manager wished to focus specifically on 'communication' there is a one page 'spotlight' (**Appendix 3**). It is envisaged that these can be used as additional tools for managers in team meetings and 1 to 1s for example and they have been welcomed by workforce development teams as an

enhancement to our current offer. Another significant advantage of this enhancement is that these spotlight sheets are very easy to quickly pick up and use. We are also developing behavioural assessment tools to help managers gather team feedback.

- 2.5 The tiers have been re-described and renamed to emphasise that using indicators from multiple tiers is acceptable and can often be appropriate during an Employee Review. This aims to eliminate initial potential confusion around their significance which sometimes slow managers' early use of the framework as a whole.

### **3.0 MOVING FORWARD**

- 3.1 Following the review we propose to further embed the behaviours and to promote and encourage the use of the 'behavioural spotlights' at an individual and team level. This work will support the development of a culture which is enabling for the direction of travel for the Council.

---

#### **List of Background Papers:**

Bury Behaviours Framework (Revised)  
Expectations of Greater Manchester Leaders  
Spotlight on Communication (An example of one of a number of Behavioural spotlights developed)

#### **Contact Details:**

Rosemary Barker  
Head of People Strategy  
0161 253 5205  
r.barker@bury.gov.uk