

# Bury Council Workforce Representation Plan

2024 - 2028

# Our Workforce Representation Plan at a Glance

**We aim to increase our workforce representation at all levels so that the demographics of our workforce are reflective of the demographics of the Borough of Bury**

We know we have some distance to travel to achieve this and our approach has been informed by data, an understanding of best practice from elsewhere as well as the views of our workforce and communities.

## **Our LET'S Principles underpin the approach we'll take**

**LOCAL** - We'll recognise the diversity of Bury to build this plan, understanding that a different approach will be needed to reach different people and communities

**ENTERPRISE** - We'll innovate, we'll think outside the box and challenge our norms

**TOGETHER** - We'll deliver the plan collaboratively in our teams, with partners across Greater Manchester, through our networks and in the community to develop and deliver the plan

**STRENGTHS** - We're already doing some great work in this space. We'll take this and build on it

**We know that to build a truly representative and inclusive workforce this is more than about just 'recruitment'. We're committed to practical actions across four themes linked to the employee lifecycle.**

**Attract**

**Retain**

**Recruit**

**Develop**

**Bury**  
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**Attract** – We'll change the way we advertise and promote Bury as a place to work putting inclusion at its heart and **celebrate the achievements of our diverse workforce as brand ambassadors**. Our **workplace adjustments approach** will be best in class and we'll offer **job carving** as a USP to attract disabled candidates and make use of their talents. Our **adverts will be truly inclusive** and **Greater.Jobs** will showcase the amazing opportunities and benefits of working for Bury. We'll utilise images and videos and promote Bury jobs in the places and spaces our diverse communities go including through **links with local education providers** and **community partnerships** in the VCSE sector.

**Recruit** – We'll **review our recruitment and selection policy and practices**, learn and respond to the **views of our communities** and **best practice** elsewhere. **All recruiting managers will be trained in inclusive recruitment** and **recruitment panels will be diversified**, with the support of our staff groups. Our **approach to assessment will be meaningful and flexible** to allow candidates to show their authentic and best selves and we'll ensure our **guaranteed interview schemes** are fully applied and their impact tracked

**Develop** -There's more we can do to **shout about our commitment to learning and development in all areas** and **celebrate the development and achievements of our diverse workforce**. Through a focus on **Succession Planning**, we will proactively target those in underrepresented groups to join us and develop, with a particular focus on our care experienced young people. We'll introduce or access **specific development schemes** which give those from under represented groups (specifically race and disability) access to learning and a guaranteed interview for more senior roles and significantly **strengthen our employee networks** as a critical partner and source of development and support.

**Retain** – Shouting about our commitment to inclusion and supporting workplace adjustments and job carving will be just as important to retention. Our **induction and exit and stay interview** processes will be revised to put inclusion at their core so we set out our stall early and understand if there's more we can do to retain staff. We'll respond to the Pulse Survey and build **a culture that champions inclusion** and promote **career pathways** which demonstrate a commitment to developing our own workforce recognising we are more diverse at junior levels. We'll review **our flexible and agile working** policies as key elements of our retention strategy.

# People Inclusion Standards

## Celebrating diversity and championing inclusivity

Greater Manchester is setting the standard for what inclusive workplaces look like.

1. Data informed
2. Equitable policies
3. Valued voice
4. Awareness and education
5. Fair recruitment
6. Development and progression for all
7. Embrace diversity
8. Retain, recognise and celebrate
9. Ask questions; be curious



Our Workforce Representation Plan responds to the commitment made through the Greater Manchester People Inclusion Standards.

It represents Bury's action plan to deliver against the nine standards agreed collectively across Greater Manchester to describe what truly inclusive Workplaces look like.

**These Standards have been co-designed and adopted by:**

Bolton | Bury | Manchester | Oldham | Rochdale | Salford | Stockport | Tameside | Trafford  
Wigan | Greater Manchester Combined Authority | Greater Manchester Fire and Rescue Service  
Transport for Greater Manchester | Growth Company

# Workforce Representation Plan

Our borough has a richly diverse population, demonstrated by our thriving towns, neighbourhoods and communities which bring together many different life experiences, skills, knowledge and cultures to make Bury a vibrant and welcoming place to live and work in.

Our LET'S Do It! Vision and strategy for Bury has inclusion at its core and through this we recognise that to be at our very best as a key service provider and support system for our residents, our workforce must be representative of the people that we serve in terms of diversity.

Having representative diversity in our workforce brings many benefits including:

- Broadening skills and knowledge in the workforce
- A better understanding of the communities we serve
- Increased innovation and creativity in service design and delivery
- Higher employee retention
- Greater access to talent and widening talent pools

All of the above contribute to being a great employer to our colleagues and providing high quality services and support systems for our residents across the borough that are accessible and inclusive to all.

This plan sets out how the council will increase workforce representation over the next three years.

# Workforce Representation Data

These tables show our workforce demographics as of 31<sup>st</sup> March 2024 compared with residents' data from the Borough of Bury Census in 2021

	Disabled	Ethnic Minority	Lesbian, Gay, Bisexual	Transgender
<b>Workforce</b>	<b>7.43%</b>	<b>8.51%</b>	<b>1.64%</b>	<b>0.22%</b>
<b>Bury Residents</b>	<b>19.10%</b>	<b>20.09%</b>	<b>2.81%</b>	<b>0.47%</b>

	Christian	No Religion	Islam	Judaism	Hindu	Buddhism	Sikh
<b>Workforce</b>	<b>41.31%</b>	<b>19.78%</b>	<b>3.66%</b>	<b>0.19%</b>	<b>0.19%</b>	<b>0.15%</b>	<b>0.04%</b>
<b>Bury Residents</b>	<b>48.80%</b>	<b>29.40%</b>	<b>9.90%</b>	<b>5.50%</b>	<b>0.50%</b>	<b>0.30%</b>	<b>0.30%</b>

The council's workforce is not representative of the disabled and ethnic minority population in Bury by a significant amount, this is also true for Muslim and Jewish populations. Additionally, our workforce underrepresents LGBTQ+ communities in Bury, although our workforce representation gap is less. It should be noted that the Census questions about LGBTQ+ identities was optional, therefore the census data is widely regarded to be lower than the actual LGBTQ+ population in Bury.

# Workforce Representation Data

These tables show our workforce demographics as of 31<sup>st</sup> March 2024, detailing whole workforce, senior management roles and the unknown workforce demographic data

	Disabled	Ethnic Minority	Lesbian, Gay, Bisexual	Transgender
<b>Workforce</b>	7.43%	8.51%	1.64%	0.22%
<b>Senior Managers</b>	6.00%	6.00%	9.00%	1.00%
<b>Unknown Data</b>	32.01%	27.69%	30.56%	78.06%

	Christian	No Religion	Islam	Judaism	Hindu	Buddhism	Sikh
<b>Workforce</b>	41.31%	19.78%	3.66%	0.19%	0.19%	0.15%	0.04%
<b>Senior Managers</b>	40.00%	21.00%	2.00%	0.00%	0.00%	0.00%	0.30%
<b>Unknown Data</b>	30.11%						

This shows a further underrepresentation of disabled and ethnic minority colleagues in senior management roles compared to the whole workforce and the population of the borough. This is also true for Muslim and Jewish colleagues.

Also highlighted here is the high rate of unknown demographic data in each demographic category which prevents comprehensive and accurate data analysis.

# Workforce Representation Data

These tables show our workforce and senior managers demographics as of 31<sup>st</sup> March 2022, 2023 & 2024

	Disabled	Ethnic Minority	Lesbian, Gay, Bisexual	Transgender
<b>Workforce 2022</b>	<b>7.19%</b>	<b>6.74%</b>	<b>1.87%</b>	<b>0.38%</b>
<b>Workforce 2023</b>	<b>7.30%</b>	<b>8.77%</b>	<b>1.85%</b>	<b>0.27%</b>
<b>Workforce 2024</b>	<b>7.43%</b>	<b>8.51%</b>	<b>1.64%</b>	<b>0.22%</b>
<b>SM 2022</b>	<b>8.75%</b>	<b>0.00%</b>	<b>7.50%</b>	<b>1.25%</b>
<b>SM 2023</b>	<b>5.93%</b>	<b>5.09%</b>	<b>9.32%</b>	<b>0.85%</b>
<b>SM 2024</b>	<b>6.00%</b>	<b>6.00%</b>	<b>9.00%</b>	<b>1.00%</b>

This data shows there is some slow momentum in increasing workforce representation within our whole workforce for disabled and a small reduction in ethnic minority colleagues.

For senior roles SM1 and above, there is a slow momentum which this plan can build upon



# Workforce Representation Data

These tables show our workforce and senior managers demographics as of 31<sup>st</sup> March 2022, 2023 & 2024

	Christian	No Religion	Islam	Judaism	Hindu	Buddhism	Sikh
<b>Workforce 2022</b>	<b>47.20%</b>	<b>20.49%</b>	<b>3.52%</b>	<b>0.31%</b>	<b>0.21%</b>	<b>0.21%</b>	<b>0.14%</b>
<b>Workforce 2023</b>	<b>44.12%</b>	<b>18.91%</b>	<b>3.39%</b>	<b>0.24%</b>	<b>0.17%</b>	<b>0.21%</b>	<b>0.14%</b>
<b>Workforce 2024</b>	<b>41.31%</b>	<b>19.78%</b>	<b>3.66%</b>	<b>0.19%</b>	<b>0.19%</b>	<b>0.15%</b>	<b>0.04%</b>
<b>SM 2022</b>	<b>50.00%</b>	<b>28.75%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>SM 2023</b>	<b>44.92%</b>	<b>21.86%</b>	<b>1.69%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.30%</b>
<b>SM 2024</b>	<b>40.00%</b>	<b>21.00%</b>	<b>2.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>

This data shows there is some swings in data in across the range of religions and beliefs year on year.

The proportion of Christian senior managers and senior managers who follow no religion are broadly proportionate with the whole workforce.

The percentage of Muslim senior managers is increasing year on year but is not yet proportional to the whole workforce.

There is no declared representation for senior managers who are Jewish, Hindu, Buddhist and Sikh, which is not proportional to the whole workforce or the population of the borough of Bury.

# Workforce Representation Feedback from Communities

In developing this plan, we haven't only looked at quantitative census and workforce data we have used qualitative information taken from community feedback, surveys and studies.

## **2021 Race Conversations and Listening Exercises**

In 2021 a series of race conversations and listening events took place with ethnic minority communities across Bury. A key theme coming from these was barriers and challenges in accessing employment and career development. This included the need to diversify application routes and recruitment exercises to make these more accessible to communities, advertising our roles in spaces these communities regularly use and removing bias from our recruitment and selection processes.

## **Greater Manchester Race Equality Strategy**

Consultation undertaken as part of the development of this strategy highlighted recruitment, retention and progression as a key concern for people from ethnic minority backgrounds with feedback noting that roles should have clearly defined expectations and simple, easy to understand adverts and job descriptions. Assessments need to be meaningful and free from bias. More needs to be done to understand why ethnic minority employees leave organisations and that this information should be monitored closely to identify specific trends to be addressed.

# Workforce Representation Feedback from Communities

## **The Greater Manchester Big Disability Survey 2022**

In 2022 the GM Disability People's Panel ran the UK's biggest ever survey of disabled people. The survey revealed some shocking but very common experiences disabled people face in recruitment and employment. People told the survey they had been advised to hide their disability to help them gain employment, stay in employment and progress in their careers. For people who didn't hide their disability, many said they found it exhausting having to ask repeatedly for adjustments so they could engage in recruitment exercises or within their workplaces.

## **Foundations for Change Report 2023**

This report was commissioned around designing a disability workforce equality scheme across Greater Manchester. Research for this report found that Bury had the highest percentage of disabled colleagues of all local authorities in Greater Manchester. The report however found that 24% of unemployed people seeking work in Greater Manchester were disabled and 27% of disabled people taking part in the research had left jobs due to disabling barriers they encountered. The report recommended replacing the term 'reasonable adjustments' with 'workplace adjustments' which we have already adopted at Bury. The report also recommended having strong colleague networks, co designing workplace policies practices, procedures and physical spaces and specific career development programmes to support disabled people into management and leadership roles.

# Workforce Representation Feedback from Communities

## **Disability Confident Action Plan**

In summer 2023 we revalidated our Disability Confident Leader status through a peer audit by a disabled people's user led organisation. Bury was commended for the work that we already do which was reflected in our revalidation. The audit did give us notes on areas where we could further improve and build on the good work we already do. This included reviewing our policies and guidance around recruitment to ensure they are fully accessible, role modelling disabled colleagues in our recruitments and workplace activities, greater promotion of the guaranteed interview scheme and being proactive with adjustments. All of which would support attraction, recruitment, retention and development of disabled colleagues.

## **Inclusive Public Service Recruitment Project**

The Inclusive Public Services project led by Bury Council has identified 6 barriers to recruitment for our disabled and ethnic minority communities through research conducted with public sector and third sector organisations and community groups. These are:

- Poor perceptions of public services within underrepresented communities
- Limited and exclusive advertising of local authority vacancies
- Application processes that are difficult and inaccessible
- Interviewing and assessment processes that are inflexible and inaccessible
- Poor awareness of workplace adjustments
- Lack of positive action in terms of retention and career development

# Workforce Representation Feedback from Communities

## **Bury Council Pulse Survey April 2024**

These surveys of council colleagues focused on inclusion with specific questions relating to equality, diversity and inclusion (EDI) at Bury. Responses from the surveys were mostly positive with over 90% of colleagues believing the council champions and celebrates EDI well over both surveys. Despite this, the results showed back-office teams were more positive about their understanding and experiences of inclusion than their front-line colleagues.

In terms of demographics, results over both surveys showed that colleagues from ethnic minorities (86% compared to 90%), disabled colleagues (80% compared to 90%) and LGBTQ+ colleagues (76% compared to 92%) all found it harder to be themselves in the workplace than their colleagues who did not have these identities.

Additionally, whilst there were several positive free text comments about inclusion on the survey, some comments noted instances where colleagues had experienced inappropriate 'jokes', comments and attitudes relating to some protected characteristics.

# Workforce Representation: Data Summary

In summary, the quantitative and qualitative data tell us the following:

- The council's workforce is under representative of the disabled, ethnic minority, LGBTQ+, Muslim and Jewish populations in Bury. For disabled, ethnic minority, Muslim and Jewish colleagues, this is significant. There is further under representation of these four groups at senior management level.
- There is some momentum with disabled colleague representation year on year however at senior management level this is only the case for ethnic minority and Muslim colleagues with the proportion of disabled senior managers decreasing.
- There is a significant amount of colleague demographic data missing which will require attention to support the workforce representation plan.
- Qualitative information and feedback show that roles are not advertised in spaces where disabled and ethnic minority people are likely to look for work and where they do have access to adverts, the application process can often be complex and inaccessible
- Recruitment processes have been highlighted as inflexible and inaccessible with adjustments not readily offered for people who might need these.
- Retention and development of disabled and ethnic minority people has been highlighted with a high percentage of disabled people facing disabling barriers in work and people from ethnic minority groups unable to strike the right work-life balance.
- There is a lack of knowledge, skills and career development for disabled and ethnic minority colleagues

# LET'S Improve our Workforce Representation

Our LET'S values form a basis for developing and delivering this workforce representation plan:

## **LOCAL**

We'll recognise the diversity of Bury to build this plan, understanding that a different approach will be needed to reach different people and communities

## **ENTERPRISE**

We'll innovate, we'll think outside the box and challenge our norms

## **TOGETHER**

We'll deliver the plan collaboratively in our teams, with partners across Greater Manchester, through our networks and in the community to develop and deliver the plan

## **STRENGTHS**

We're already doing some great work in this space. We'll take this and build on it



**Bury**  
Council

# Workforce Representation Plan

## **Evidence Based Development**

This plan has been developed using quantitative and qualitative. We will continue to monitor and collate evidence to support the continued development of the initiatives within the plan and evaluate their effectiveness and successes.

## **Plan Timetable**

The plan will be delivered over a four-year period in line with the council's EDI strategy from November 2024 to October 2028 as elements require structural, cultural and practical changes to how we approach aspects of the employee lifecycle. These changes will need time to be implemented and embedded.

## **Plan Themes**

The evidence suggests that recruitment alone will not increase workforce representation. We know there are challenges in reaching underrepresented communities. Once employed, it's clear that retention and career progression are also areas requiring focus to avoid a 'revolving door' effect where we are losing colleagues from underrepresented groups at the same rate, or faster, than we are recruiting them. The plan therefore focuses on four themes taken from the employee lifecycle, Attract, Recruit, Develop and Retain all of which will contribute to bringing talent into the council and having a workplace where they belong, thrive and want to stay at.



# Workforce Representation Plan

## Plan Aims

The overall aim of the plan is to:

**Increase our workforce representation at all levels so that the demographics of our workforce are reflective of the demographics of the Borough of Bury**

Each theme has aims that will support us to develop a more inclusive workforce and form the basis for the specific initiatives set out.

Whilst focus will be given to race and disability within this plan, inclusive practices very often benefit everyone including those who have specific protected characteristics and those who do not. This plan will therefore support the council to become more inclusive generally in our recruitment practices, in our workplace culture and in the career development of our colleagues.

It is recognised that current labour market conditions are volatile which present challenges to the council in recruiting and retaining colleagues. This plan will support the council in reducing these challenges by contributing to increasing applications for roles and increasing colleague retention across the council.

# Workforce Representation Plan

## **Governance**

The plan will form a part of a newly developed Bury Council EDI Strategy to be published in late 2024. Progress will be reported in an annual EDI Strategy report to be presented to Members before being published externally. Progress updates will be given regularly to senior leaders, The Cabinet Member for HR, colleague networks and all staff. Plan progress will also be included within reporting against other key strategies such as our LET'S Do it! Strategy and the Greater Manchester Race Equality strategy.

## **Plan Delivery**

Delivery of the plan will require a 'one team' approach with delivery led by our EDI, HR, OD teams and management teams across the council working together with colleague groups, residents and communities and external partners in Bury and Greater Manchester.

The plan's distinct themes of attract, recruit, retain and develop will not be delivered as siloed themes as we recognise that some actions in one theme will support the aims of another theme. For example, it is very likely that what attracts candidates to Bury Council, will be what helps us retain successful candidates and that having colleagues and managers effective in supporting our recruitment can support their own personal and career development.

# Workforce Representation Plan

## **Building on Existing Inclusive Practice**

The plan is a continuation and celebration of the innovative and inclusive practices already adopted by the council. These include:

- Being a Disability Confident Leader
- Achieving Gold Standard Employer status in the Defence Employer Recognition Scheme
- Developing a wide range of apprenticeship opportunities to support colleague development
- A guaranteed interview scheme for carers, disabled people, care leavers and military veterans and reservists
- A mutual mentoring scheme for senior leaders and colleagues to learn from each other
- Attending paths to employment events and career fairs dedicated to underrepresented communities
- Applications through CV instead of application forms
- Offering 'working interview' work trials where candidates complete the role for a few days instead of a regular interview

These initiatives have contributed to the upward trend we are already seeing with workforce representation. The workforce representation plan will celebrate the success of these initiatives ensuring these are complimented, promoted and built upon within the plan to support the overall aim of having a representative workforce.

# Workforce Representation Plan

## **How We Will Measure Success**

Successes will be measured through monitoring of the following:

- Monitoring the demographics of candidates for our roles
- Monitoring demographic disclosure rates for council colleagues
- Comparing our workforce demographic data against the Census 2021 benchmark
- Monitoring retention rates
- Monitoring senior management and leadership demographics
- Monitoring colleague responses in Pulse Surveys
- Listening to candidates and colleagues throughout the delivery of the plan

# Workforce Representation: Themes

## Attract

- Selling Bury as an attractive employer**
- Reaching communities to expand talent pools**
- Diversifying our application processes**
- Removing barriers and doubts**

## Recruit

- Meaningful assessments**
- Making the process accessible for all**
- Removing bias**
- Enabling candidates to be their best**

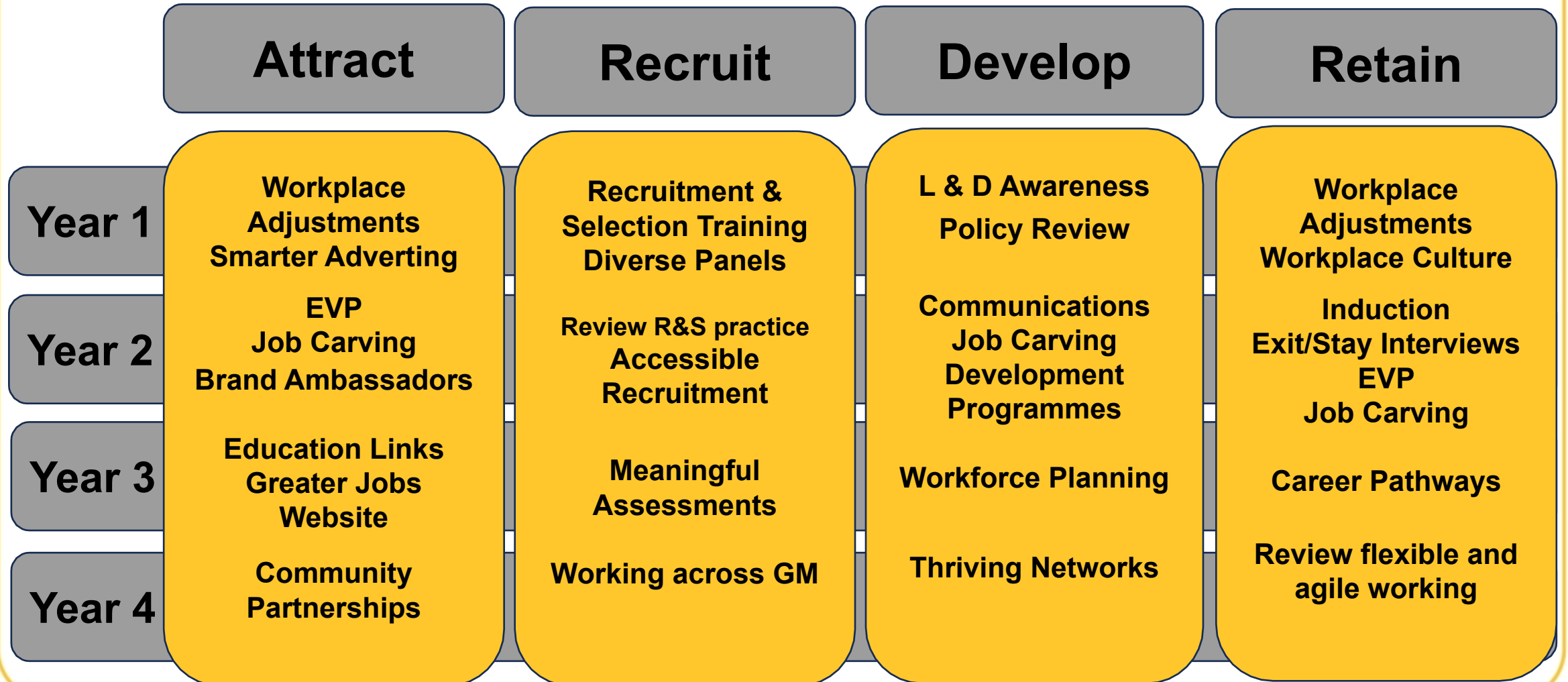
## Develop

- Providing access to skills and knowledge development**
- Spotting and nurturing potential and talent**
- Supporting career ambitions**

## Retain

- Showing colleagues they belong**
- Demonstrate rewards**
- Recognising good work**

# Workforce Representation: Plan on a Page



# Attract

- Selling Bury as an attractive employer
- Reaching communities to expand talent pools
- Diversifying our application processes
- Removing barriers and doubts

# Workforce Representation: Attract Years 1 & 2

In years 1 and 2 of the plan, we will focus on the following activities:

## **Workplace Adjustments**

We are committed to ensuring all our colleagues are equipped and supported to thrive and reach their full potential. To do this we recognise some colleagues may need adjustments to be at their best. Our commitment will be underpinned by a specific Workplace Adjustments process that will explain what adjustments are, encourage colleagues to request adjustments and support managers to work with colleagues to implement adjustments. - We will celebrate being a Disability Confident Leader and use this as a benchmark to improve and drive a disability and neurodiversity friendly workplace.

## **Smarter Advertising**

We will review our vacancy adverts to make these simpler and easier to read and understand, that give the details people need about the vacancy and who would be suited to the vacancy. Where we can, we will package together different but similar roles so that our adverts for these roles are consistent.

We'll diversify where and how we advertise our vacancies using our current greater jobs platform but also using social media, advertising in our neighbourhoods and communities, through charities and voluntary groups, jobs and career fairs, working with the DWP, Job Centre Plus and in schools and colleges to get a wider reach when we advertise our roles.



# Workforce Representation: Attract Years 1 & 2

In years 1 and 2 of the plan, we will focus on the following activities:

## **Employee Value Proposition**

This will bring together the benefits and all that is great about working at Bury. From our generous terms and conditions, to our commitment to a healthy work/life balance, to the diversity of the roles and careers we offer, to our friendly and supportive colleagues and workspaces and the schemes and discounts available to colleagues at Bury.

We'll promote this through our website, where we advertise our vacancies, through our partner organisations and we will demonstrate this at in person careers fairs and recruitment events.

## **Job Carving**

Linked to workplace adjustments, we will develop a job carving process enabling us to create and evolve roles where work tasks match the skills, knowledge and talents of candidates and colleagues enabling them to reach their full potential and succeed in the workplace. We will be a visible champion of job carving, demonstrating the benefits to attract talented candidates for our roles.

## **Brand Ambassadors**

We will demonstrate how great it is to work at Bury Council through supporting and encouraging our colleagues to be brand ambassadors in the community. We'll celebrate them and their achievements at the council to showcase the benefits of working at Bury Council



# Workforce Representation: Attract Years 3 & 4

In years 3 and 4 of the plan, we will focus on the following activities:

## **Education Links**

As a large local employer, we'll develop strong links with our local schools, colleges and university centres to support educational attainment, offer workplace experience and placements and provide vocational and careers guidance, advice and options to people who are leaving education, including our Supported Employment offer which we will promote through this work.

## **Greater Jobs Website**

We'll use the full potential of the Greater Jobs website to develop an externally facing employment microsite to list our vacancies, give people all the details and insight they need to understand the benefits and opportunities of working at Bury Council. Ensuring that this website is accessible through the main council website and promoting Greater Jobs with partner organisations to maximise visibility.

## **Community Partnerships**

We will develop partnerships with voluntary, community and social enterprise organisations to offer underrepresented communities who are not currently in education, work placement opportunities, vocational and career guidance, advice and options including our Supported Employment offer

# Recruit

Meaningful assessments

Making the process accessible for all

Removing bias

Enabling candidates to be their best

# Workforce Representation: Recruit Years 1 & 2

In years 1 & 2 of the plan, we will focus on the following activities:

## **Recruitment & Selection Training**

We will refresh our recruitment and selection training, incorporating learning from the Inclusive Public Services project, the review into our recruitment and selection practices, race conversations and our Disability Confident submission. The training will be delivered to all our recruiting managers and colleagues involved in our recruiting practices.

## **Diverse Panels**

To challenge unconscious bias, we will strengthen our approach to diversity within our shortlisting and recruitment panels so these better reflect our workforce and the diverse pool of candidates we seek to attract to our roles.

## **Review of Recruitment & Selection Practices**

Using the feedback from the Race Conversations exercise, our disability confident leader validation, GM Race Equality panel and recommendations from the Inclusive Public Services project, we will review the way we do recruitment and selection to reduce and remove the challenges and barriers people face.

## **Accessible Recruitment**

As part of the year 1 review into our practices we will revise our practices, removing the barriers identified through the review and through other exercises such as the Race Conversations and our Disability Confident action plan. This will make our recruitment practices accessible to people who have previously found gaining employment with us challenging.

# Workforce Representation: Recruit Years 3 & 4

In years 3 and 4 of the plan, we will focus on the following activities:

## **Meaningful Assessments**

Our assessment methods will be reviewed to ensure they are the right method of assessment for our roles to allow candidates to show their authentic and best selves in our recruitments. By having meaningful assessments, we are more likely to match the right candidates with the right roles, helping new starters to succeed in their new roles with us.

## **Working across Greater Manchester**

We'll work with other local authorities and public service organisations around inclusive recruitment. As a champion and role model for the Inclusive Public Services project and inclusive recruitment to share ideas, resources and successes across Greater Manchester for the benefit of all public service organisations and all communities in Greater Manchester.

# Develop

Providing access to skills and knowledge development  
Spotting and nurturing potential and talent  
Supporting career ambitions

# Workforce Representation: Develop Years 1 & 2

In year 1 of the plan, we will focus on the following activities:

## **Learning and Development Awareness**

We will ensure the full range of learning and development opportunities are regularly communicated and accessible to all colleagues to support their learning and development, continual professional development and their career aspirations.

## **Policy Review**

We will commit to regularly reviewing our people focused workplace policies to ensure these continue to be relevant and provide the correct support, systems and culture to support colleague's learning and development.

## **Communications**

We will communicate regularly to promote inclusive learning and development opportunities. This will include celebrating successes and role modelling the lived experiences of effective learning and development and career progression of colleagues from under represented groups. In doing this we will demonstrate the benefits of colleague development and encourage colleagues to take up opportunities that are available.

# Workforce Representation: Develop Years 1 & 2

In years 1 and 2 of the plan, we will focus on the following activities

## **Job Carving**

Linked to workplace adjustments, we will develop a job carving process enabling us to create and evolve roles where work tasks to match the skills, knowledge and talents of our colleagues enabling them to reach their full potential, nurture their talents and support their career development.

## **Development Programmes**

Taking note of the feedback from The GM Race Equality Panel and the Foundations for Change Report, we will work with partners in Bury and Greater Manchester to promote, create or source development programmes aimed at underrepresented groups within the council. These development programmes will focus on giving participants opportunities to work on projects to develop their skills and give them experience which can support their career development.



# Workforce Representation: Develop Years 3 & 4

In years 3 and 4 of the plan, we will focus on the following activities:

## **Workforce Planning**

We will develop effective succession programmes which will identify and nurture talent and rising stars. By providing development through specific succession programmes our rising stars will be developed to be ready to make the next move in their career journey at the council. Where succession positions aren't available, we will encourage our managers to spot talented colleagues and offer them stretch opportunities to nurture their skills, knowledge and talent.

## **Thriving Networks**

We will celebrate our colleague networks, ensuring they are visible and have a voice so they can contribute fully towards building and maintaining inclusive workspaces and cultures. Having colleague networks that are thriving in the workplace gives a source of encouragement and confidence to colleagues from underrepresented groups. Networks share skills and knowledge as well as being role models and providing a collective authentic lived experience voice in helping the council remain an inclusive and progressive workplace where all colleagues are valued and have equity in the workplace, regardless of characteristics or background.

# Retain

Showing colleagues they belong  
Demonstrate rewards  
Recognising good work

# Workforce Representation: Retain Years 1 & 2

In years 1 & 2 of the plan, we will focus on the following activities:

## **Workplace Adjustments**

We are committed to ensuring all our colleagues are equipped and supported to thrive and reach their full potential. To do this we recognise some colleagues may need adjustments to be at their best. Our commitment will be underpinned by a specific Workplace Adjustments process that will explain what adjustments are, encourage colleagues to request adjustments and support managers to work with colleagues to implement adjustments. - We will celebrate being a Disability Confident Leader and use this as a benchmark to improve and drive a disability and neurodiversity friendly workplace.

## **Workplace Culture**

Building on the friendly and supportive workplace culture that already exists at Bury, we will engender a workplace culture where difference is understood, valued and encouraged. A culture where people are not afraid to be their authentic selves, where colleagues can ask for adjustments and managers are confident in applying adjustments. We'll do this through continual education and conversations in our teams, service areas and all colleague comms.

# Workforce Representation: Retain Year 1

In years 1 & 2 of the plan, we will focus on the following activities:

## **Induction**

We will review and build on our current structured induction programme for all new colleagues, ensuring the delivery of this is flexible and adaptable for front line colleagues. Alongside learning about key policies and procedures, the induction will include going through the staff handbook, an opportunity to take part in the LET'S challenge and knowledge of the learning, development and career opportunities available to Bury Council colleagues.

## **Exit/Stay Interviews**

We will develop an effective exit interview system so that we can understand why colleagues leave us.

Quantitative leaver data helps us to identify trends and/or areas for concern, however good qualitative data is needed to really understand the reasons people choose to move on from the council.

Added to exit interviews we will periodically ask colleagues what makes them want to stay with us in a specific stay interview. Using data from both exercises we will be able to do more of what we are good at doing and improve or eliminate any practices that our leavers tell us we could do better.

# Workforce Representation: Retain Years 1 & 2

In years 1 and 2 of the plan, we will focus on the following activities:

## **Employee Value Proposition**

This will bring together the benefits and all that is great about working at Bury. From our generous terms and conditions, to our commitment to a healthy work/life balance, to the diversity of the roles and careers we offer, to our friendly and supportive colleagues and workspaces and the schemes and discounts available to colleagues at Bury. We'll ensure this information is readily available and regularly communicated so our colleagues know and understand how valued they are and what the additional benefits of being a Bury Council colleague brings.

## **Job Carving**

Linked to workplace adjustments, we will develop a job carving process enabling us to create and evolve roles where work tasks match the skills, knowledge and talents of our colleagues enabling them to reach their full potential, nurture their talents and succeed in the workplace.

# Workforce Representation: Retain Years 3 & 4

In years 3 and 4 of the plan, we will focus on the following activities:

## **Career Pathways**

We will develop career pathways for the many careers that are available at Bury Council. These will include entry level, supervisor level, management level and leadership level so that colleagues at all levels on the career pathway can easily see a clear path to support their career aspirations.

## **Review of Flexible and Agile Working**

As a significant benefit to colleagues, we will review our flexible and agile working practices to establish if these continue to be fit for purpose to support colleagues in achieving the correct work-life balance as individuals in a contemporary workplace and society. As part of the review, we will analyse flexible working requests, research current good practices with other complex employers and consult with colleagues on what would work for them.