

DRAFT People Strategy

November 2025

Context

Workforce Data -

- Employee reviews 90% completion 24/25
- Essential training 81% completion 24/25
- **Headline turnover rate = 11.76%** (1.19% lower than July 2024) in line with LGA data March 2024 = 12% turnover
- **Average days sickness per FTE = 10.55** (vs 12.6 days per FTE LGA average metropolitan borough 23/24)
- Agency expenditure c10% of pay bill (£9.9m c10% increase on 23/24)
- 34% of workforce over 55 years old; 5% under 24
- Significant gaps in workforce equality data – 33%+ unknown

Bury/GM Labour market –

ONS = Employment rate 73.2% (vs 75.2% UK) with Economic inactivity 23.7% (vs 21% UK) - 16 to 64 ONS Data May 2025; **Unemployment rate 3.4%** (vs 4.7% UK);

LGA local government context –

2024 – 94% recruitment challenges; particularly social workers, Ed Psych, Planning/ Building control, Legal, Finance and Digital roles. 81% using market supplement; Critical **management skills gaps are commercial, people and change**

LET'S take a Local View

- I build trusted relationships by asking questions, listening and responding
- I spend my time connecting with our communities, understanding their challenges and preferences
- I make and explain decisions, keeping Bury residents at the heart of everything I do

LET'S work with Enterprise

- I work to meet the ambitions of Bury and its people
- I proactively find ways to innovate and improve things
- I work through challenges when they arise, and focus on finding solutions

LET'S deliver Together

- I actively work with others to shape the way we do things
- I'm respectful and positive member of the team
- I'm consciously inclusive

LET'S build on our Strengths

- I empower people to help themselves and their communities
- I use feedback, research and data to make things happen
- I recognise and celebrate mine and other people's successes

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Context

Staff survey (2025) –

- Overall positive responses – 7 in 10 colleagues recommend Bury Council as a great place to work
- Plan to continue work on leadership & management development, communications and culture

Management Development Programme feedback -

- Managers are implementing and evidencing skills learned from programme.
- Positive and receptive teams, encouraging ideas with open communication.
- Focus for next phase management development is to expand to include leadership and improve:

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| • Listening and understanding colleagues - using mentoring and a coaching approach to balance challenge and support for people |
| • Adult-to-adult relationships – enabling creativity |
| • Building trust - creating psychological safety for colleagues |
| • Acting with humility – empowering others |

People Strategy – strategic outcomes

Strategic workforce outcome	Leaders who listen, learn and inspire 	Empowered & Engaged colleagues – retaining & attracting great people 	Teams who collaborate, innovate and grow 	Supported colleagues 
<i>Employee experience =</i>	<i>‘I am clear on what to do, how to do it and why it matters’</i>	<i>‘I am committed to doing a good job, proud of my work, and the Council’</i>	<i>‘I am always learning and working with others to improve’</i>	<i>‘I feel valued and able to be my best’</i>
Example actions (<i>Work in Progress</i>)	Deliver Leadership & Management Development programme	Recruitment & retention strategy/process review	Create collaboration opportunities linked with refreshed training offer	Review wellbeing and development offer
	GM networks, Mentoring, Coaching	Develop and roll out Employer branding	Develop feedback culture – check in/ employee reviews/team meetings	EDI strategy

Workforce metrics – DRAFT

	Leaders who listen, learn and inspire 	Empowered & Engaged colleagues – retaining & attracting great people 	Teams who collaborate, innovate and grow 	Supported colleagues 
Organisational indicators	<i>Survey- Leadership/ Management</i>	<i>Survey - engagement</i>	<i>Survey – innovation/ development</i>	<i>Survey - wellbeing</i>
	<i>Feedback – Employee reviews & development events</i>	<i>Successful recruitment & Demographics</i>	<i>Training completion and impact</i>	<i>Utilisation of wellbeing offer</i>
	<i>Chief Officer 360 feedback</i>	<i>Retention rates</i>	<i>Internal progression and secondment activity</i>	<i>Attendance rates</i>
	<i>Service performance</i>	<i>Reduction in agency spend</i>	<i>Induction impact/time to performance</i>	<i>Health & Safety measures TBC</i>
HR/OD performance	<i>Leadership/ management development feedback/ impact</i>	<i>Candidate experience</i>	<i>Development uptake and feedback</i>	<i>Reward and Benefits uptake (incl EAP)/ feedback</i>
	<i>Internal comms engagement</i>	<i>Time to hire</i>	<i>Organisational Change timescales/ impact</i>	<i>Occupational Health performance</i>

People Plan – Leaders who listen, learn and inspire

Strategic Outcome	Leaders who listen, learn and inspire 
Employee experience	<i>'I am clear on what to do, how to do it and why it matters'</i>
Priority action	Deliver Management Development programme
Next steps	Deliver Leadership development – 360 and coaching offer

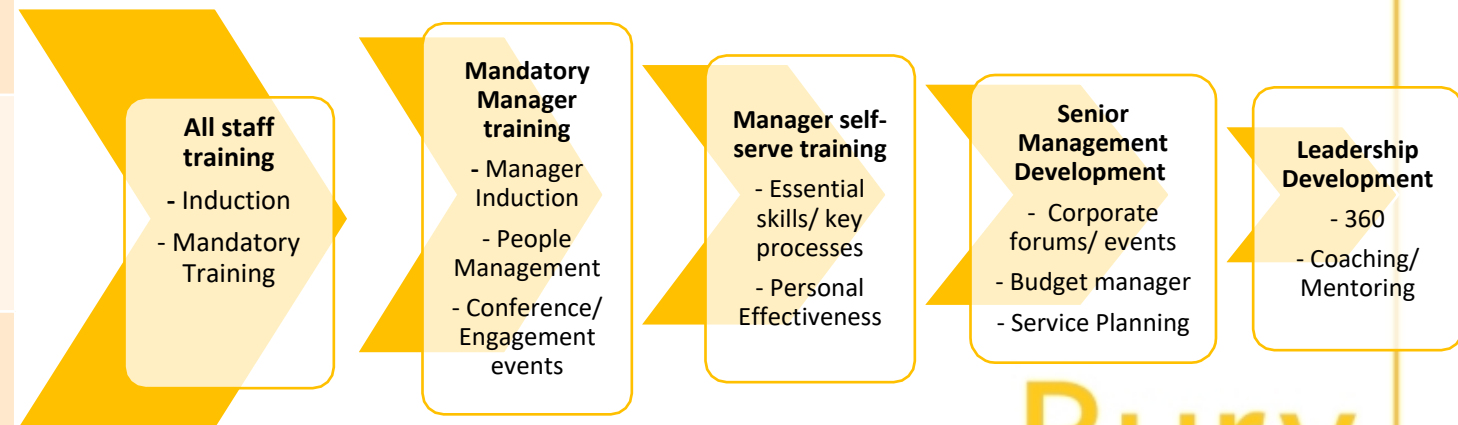
First steps 25/26 –

Management Development programme –

Commence delivery of core modules

Develop additional content with SMEs

Delivery of content aligned with annual cycle of activity



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People Plan - Empowered & Engaged colleagues – retaining & attracting the best people

Strategic Outcome	Empowered & Engaged colleagues – retaining & attracting great people 
Employee experience	<i>‘I am committed to doing a good job, proud of my work, and the Council’</i>
Priority action	Recruitment & retention strategy/process review & Improvement plan
Next steps	Develop and roll out Employer branding

First steps 25/26 –

Stand up HR Improvement project team –

Workforce data and End to End process review

Pay and Reward review –

Finalise Chief Officer pay model; review employee allowances/payments and market pay data

Resourcing review

Temporary resource to review process and customer experience – link with improvement project to streamline and accelerate processes

People Plan - Teams who collaborate, innovate and grow

Strategic Outcome	Teams who collaborate, innovate and grow 
Employee experience	<i>'I am always learning and working with others to improve'</i>
Priority action	Create collaboration opportunities linked with refreshed training offer
Next steps	Review career pathways and opportunities to work across the council

First steps 25/26 –

Team development offer –

Resources to support managers with team building


Deliver apprenticeship plan -

Supporting services to build cohorts of apprentices, upskilling and networking across the Council

Learning & Development support –

Additional resources to support departments – focus on digital skills and use of AI, linked to Digital Strategy

People Plan - Supported colleagues

Strategic Outcome	Supported colleagues 
<i>Employee experience</i>	<i>'I feel valued and able to be my best'</i>
Priority action	Review wellbeing and development offer – link with Health & Safety
Next steps	Deliver EDI strategy – inclusive recruitment, refresh EQIA, neurodiversity resources

First steps 25/26 –

Develop Staff Survey action plan –

Commission colleague task and finish group

Review of wellbeing offer –




Review uptake/impact of OH/Vivup EAP and refresh resources/offer to support health, safety and wellbeing

Supporting Employee networks -

Develop champion roles, Review group ToR and release time/protocols

People Strategy – driving People & Inclusion service improvement

6 month improvement project commencing November 2025 – priorities:

- Reducing time to hire 
- Improved customer service - reduced timescales and first-time resolution (for job applicants, managers and employees) 
- Workforce data informing timely management decisions; Capacity released to support the Finance Transformation programme - aligning Unit 4 and iTrent systems/processes 
- Efficiencies delivered both within the HR service and for customers - simple, faster automated processes with built in validations - eg onboarding, recruitment approvals, expenses, initial HR transaction/policy advice via Copilot powered chatbot 