

Manchester City Council
Report for Information

Report to: Resources and Governance Overview and Scrutiny Committee,
Human Resources Subgroup

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Subject: People Strategy Update

1. PURPOSE OF PAPER

- 1.1 This paper sets out the background to the Council's current People Strategy 2015, provides an update on progress towards delivery of the Strategy and describes the context for refreshing the People Strategy.

2. INTRODUCTION AND BACKGROUND

- 2.1 Manchester City Council is a people based organisation, delivering services to people in challenging circumstances. Our people are our greatest asset and we pride ourselves in developing a culture that places people at the centre of all we do.

We work through people and for people to deliver excellent services. We recognise the importance of people as employees, customers and partners.

We have a clearly defined set of values that help us to achieve our ambitions. Focusing on 'how' we are delivering is just as important as 'what' we are delivering.

- 2.2 We are an organisation that is transforming to deliver services in new ways that meet the needs of the future. In support of our challenging agendas we are currently implementing a number of key strategies and have embarked on an ambitious workplace change programme.

The People Strategy - will support the development of skills and capacity within our workforce and the employability of Manchester residents.

The Customer Strategy - will deliver effective services through improved customer focus.

The Information Strategy - will enable us to deliver intelligence led services and drive up performance

The ICT Strategy - will exploit the full potential of ICT to deliver the most effective and efficient services to customers using the latest technology.

The Neighbourhood Strategy - will enable us to deliver seamless services to customers.

The Town Hall Transformation project - will transform the way we use space, use technology, manage our people, the way we communicate, the way we work, e.g. flexible working and will demand new ways of working and changed behaviours from us all.

3. THE PEOPLE STRATEGY 2015

3.1 The Council's People Strategy 2015 sets out the Council's vision and strategic objectives for the People agenda to 2015. It underpins the Community Strategy and was informed by workforce plans developed within each of the Council's service areas. The Strategy currently has six areas of focus:

- Developing leadership capacity;
- Effective people management;
- Planning the future workforce;
- Being an employer of choice;
- Developing workforce capacity;
- Tackling worklessness.

3.2 The Strategy's core aim is to develop the organisation's culture, ensuring that all staff demonstrate the values and behaviours needed to deliver the challenging future agenda. The Strategy has some key outcome measures:

- All employees will be skilled to a minimum of level 2, with 65 per cent skilled to level 3.
- The percentage of our employees satisfied will be at least 80 per cent.
- We will achieve our global equality target of having 7.8 percent of leaders at Grade 10 and above from BME backgrounds by 2010.
- Performance appraisal will take place for 100 per cent of employees. All appraisals will be completed effectively.
- We will achieve a 4* or equivalent CAA score by 2009, because CAA will measure our capacity to deliver the Community Strategy with a focus on people management, leadership and People Strategy.
- We will achieve Investors In People re-accreditation by 2008.

4. PROGRESS IN DELIVERING OUR PEOPLE AMBITIONS IN MANCHESTER

- 4.1 We have made a good deal of progress towards the achievement of the aims of the People Strategy. The key developments are detailed below.
- 4.2 We have signed the Skills Pledge and have committed to significantly increase the numbers of apprenticeships across the organisation with all entry level posts (and beyond) being offered with an appropriate apprenticeship/NVQ framework as appropriate to the specific role. We will also be upskilling our existing workforce in support of our target of all staff being qualified to level 2 and 65% to level 3.
- 4.3 The recruitment into these entry level roles will be targeted towards those key groups of Manchester residents that are under-represented in the City Council. Focused work is taking place directly with Manchester families through the Resident Wages Project, an outcome of which will be increased numbers of Manchester residents accessing employment opportunities in our City.
- 4.4 Also in support of the Skills Pledge commitment we have developed a Skills Policy to set out our commitment to continuously develop our workforce.
- 4.5 These actions are being driven by an SMT Skills Sub-Group that includes representation from Trade Unions and training deliverers.
- 4.6 The City Council has recently retained corporate IIP accreditation. An area of this assessment where it was acknowledged that there has been significant progress is that there is now a robust business planning process that has integrated workforce plans. The IIP assessment highlighted that there are a number of corporate recognition schemes and that the Awards for Excellence is an example of a best practice approach.
- 4.7 To commence a process of succession planning we have delivered two cohorts of the Senior Career Development Programme across the two top tiers in the organisation to ensure we are supporting talent to progress into the most senior roles in the future.
- 4.8 A number of workforce statistics are presented at Appendix 1 to provide an overview of the current workforce composition and data relating to recruitment activity.

5. CHANGING CONTEXT

- 5.1 The next three years will see a period of unprecedented change across the public sector and within local government in particular. Tighter financial settlements will require us to deliver significant efficiencies, whilst continuing to improve services.

- 5.2 Manchester is the city outside of London that is best placed to grow its economy at the current time. Manchester's newly agreed status as a City region pilot brings additional powers and freedoms and greater opportunity to influence the resource plans of a wider range of agencies.
- 5.3 The Council's priority is to provide leadership to ensure that the recession doesn't create a new wave of workless-ness, but that instead, we deliver on our ambition to break the generational cycles of workless-ness, deprivation and dependency, enabling Manchester people to benefit from the economic success of the City.
- 5.4 Delivery of our ambitions and further progress will be supported through radical re-assessment of our personnel and organisational development delivery structures. Service improvement projects (SIPs) are currently being progressed for personnel and organisational development.
- 5.5 Additionally, the current AIM diagnostic project is helping to identify opportunities for greater efficiencies of our processes through a whole organisational assessment of our current working practices.
- 5.6 The Town Hall refurbishment project will also provide for significant opportunity to test out new ways of working and help embed a culture of flexibility within a motivated workforce.

6. A REFRESHED PEOPLE STRATEGY

- 6.1 To support and enable us to deliver our improvements, it is critical that we have a full understanding of the numbers and types of staff and importantly the skills and attitudes of those staff.
- 6.2 Services are starting to draft business plans for 2010/13 which describe how their services will transform, to become both more efficient and improved and how they will fully focus and deploy resources to deliver the Council's core priorities. Improved workforce plans will be written as an integral part of these business plans, showing how workforce change will fully support the transformation of services. These workforce plans will be critical in informing the refreshed People Strategy.

Heads of Service recently attended a workshop aimed at getting workforce plans to 'the next level' and ensuring that workforce plans support services to deliver transformation through developing the future workforce.

- 6.3 The Analyse and Improve Manchester Project (AIM) work and improved workforce plans will support us to ensure that our resource is deployed in the right places and that our staff have the right skills they need to do the job.
- 6.4 CAA use of resources now includes an assessment of workforce. Our aim is to achieve a score of 4 in use of resources, including people resources. We have guidance through the Key lines of enquiry of the CAA about the areas

we need to focus on in order to achieve a score of 4 and we have participated in an initial assessment, although the people elements of 'use of resources' currently doesn't count towards the overall score. Whilst CAA should not be regarded as the main driving force for workforce transformation in Manchester, it nevertheless provides us with some focus to improve within the overall context of improvement in Manchester.

6.5 There are some key priorities which need to support the overall improvement agenda and framework in Manchester and which need to feature more prominently in a refreshed People Strategy. These include -

- More emphasis on supporting Manchester residents into employment with the Council.
- More emphasis on developing career paths, so that staff from entry level roles can more successfully progress to more senior roles and to ensure that we have the right talent to fill vacancies which occur at all levels, including the most senior management roles.
- Improved workforce planning across our core partners, so that we can jointly plan for and tackle issues of over and under supply in key areas, and share best practice.
- Improved understanding of the local labour market.
- Developing our organisational culture, supporting staff to develop and display the behaviours which underpin our core values in the work they do. This will be underpinned by the work of the Town Hall Refurbishment Project.
- Developing our approach to engaging staff, so that we can ensure that staff are motivated and focused on delivering our priorities.
- Improved use of systems and processes, so that managers are equipped with the tools and techniques to properly manage the workforce in their services and teams.

6.6 We need to refresh the measures which underpin and measure our progress in taking forward the People Strategy. Employee satisfaction and motivation will be key and will be measured through the next employee survey in 2009/10.

7. CONCLUSION AND NEXT STEPS

7.1 We need a People Strategy, which is robust, which forms a core part of Manchester's improvement framework and which enables us to deliver workforce transformation to enable Manchester to transform its services and deliver its ambitions within the changing and more difficult economic and financial context.

- 7.2. The People Strategy needs to be informed by AIM project outcomes and by 2010/13 workforce plans. The CAA KLOEs will provide us with some core areas to focus on. We need to refresh our people measures at the same time as we refresh the Strategy.
- 7.3. The People Strategy needs to give greater recognition to the big, cross-cutting themes which we know will be important in ensuring that Manchester has the right workforce to deliver it's ambitions.
- 7.4. A refreshed People Strategy will therefore be drafted when workforce plans are available during the summer. This will reflect the changing context and priorities as set out in this paper and as emerge from the current workforce planning process.
- 7.5. The updated strategy will be the subject of consultation across a range of stakeholders and will be brought to a future meeting of this committee for comment.

ATTACHED AS APPENDICES

- 1. Workforce Composition June 2009
- 2. Corporate Best Value Health Indicators
- 3. Recruitment Analysis 2007-2008

APPENDIX 1

WORKFORCE COMPOSITION JUNE 2009 – EXCLUDING SCHOOLS

Grade Band	Total Number of Employees	Number of Full Time Employees	Number of Part Time Employees	Number of Job Share	%BME	%BME Target 2010	% Women	% Disabled	% Disabled Target	% Manchester Residents
Grade 1 to 5 (or equiv)	7018	3650	3168	200	17.91	19.00	64.96	4.00	4.90	64.45
Grade 6 to 8 (or equiv)	4556	3747	644	165	16.64	18.00	60.03	4.74	5.80	37.16
Grade 9 to 10 (or equiv)	625	569	42	14	9.17	9.50	53.76	2.53	3.60	26.72
Above Grade 10	457	399	54	4	3.91	7.80	62.80	3.29	3.60	25.60
Total	12656	8365	3908	383	16.50	17.80	62.56	4.17	5.10	51.36

Above is a 'snapshot' analysis of the workforce (excluding Schools) as at June 2009.

The figures, which are broken-down by Grade Band, also show the percentage targets for 2010 relating to BME employees and disabled employees.

CORPORATE HEALTH BEST VALUE PERFORMANCE INDICATORS

BVPI	11a	11b	11c	12	14	15	16	17
Year End	Top 5% of earners that are women	Top 5% of earners that are BME	Top 5% of earners that are disabled	No. of working days lost due to sickness	% Early Retirements	% Ill Health Retirements	% Disabled in the workforce	% BME in the Workforce
March 2009	51.32	4.20	3.64	12.31	0.28	0.20	2.94	14.20
March 2008	47.29	3.75	2.83	11.81	0.33	0.27	3.13	13.79
March 2007	48.02	3.54	2.49	11.81	0.29	0.35	2.81	12.54
March 2006	46.27	3.58	1.89	10.68	0.24	0.38	2.69	12.01
March 2005	45.39	3.67	not available	10.69	0.28	0.50	2.81	11.71
March 2004	42.50	3.70	not available	10.23	0.31	0.47	2.54	10.68

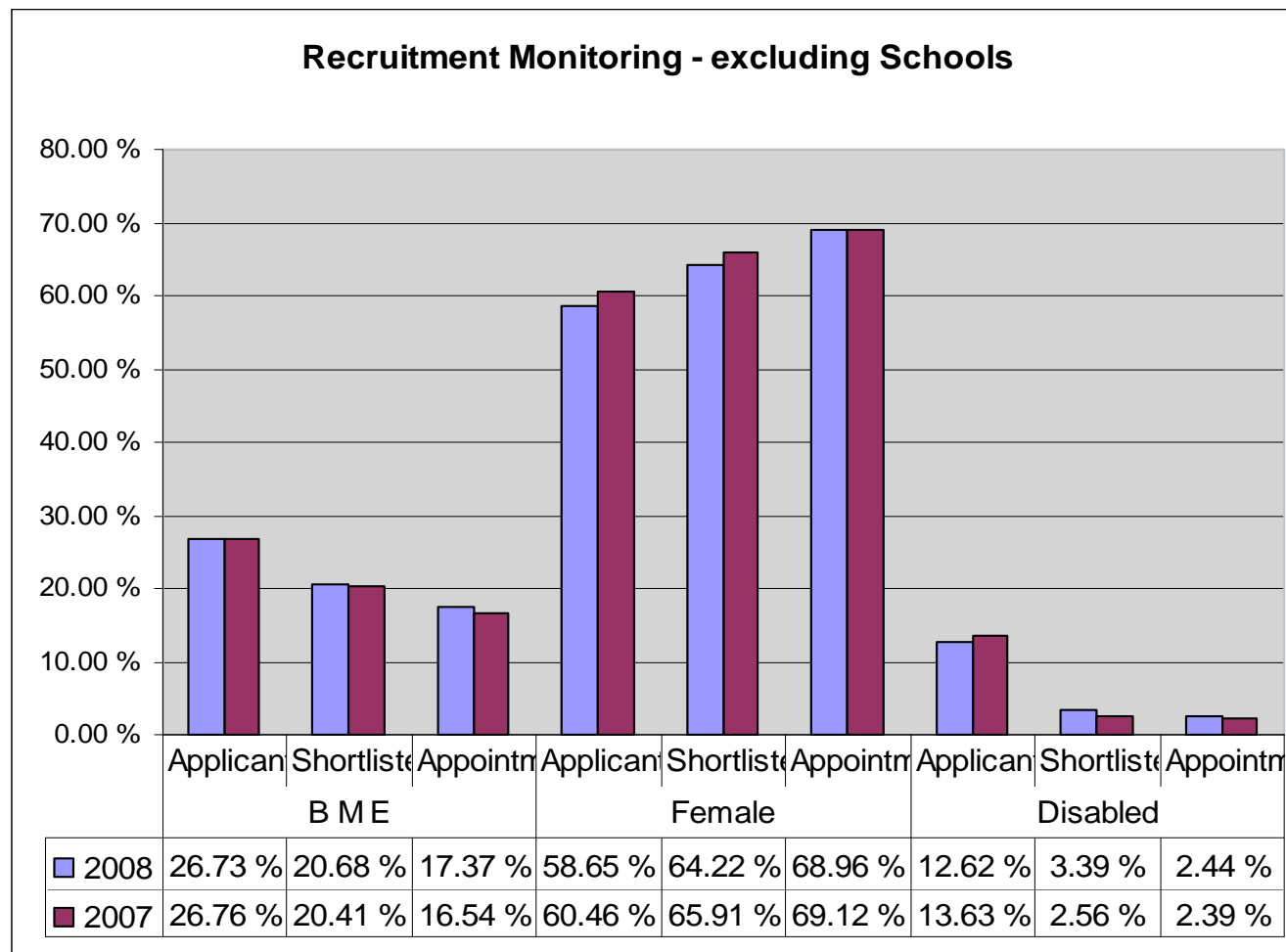
The table shows progress made since year end 2004 in relation to the Corporate Health Performance Indicators.

Schools are excluded from BVPI 11 a, b, and c and are included in all other figures.

Indicates positive progress

Indicates negative progress

RECRUITMENT ANALYSIS - Jan to Dec 2007 and 2008



The chart shows the % of BME, Female and Disabled applicants, shortlisted and appointed during 2007 and 2008

Jan to Dec 2007 saw 887 positions advertised with a total of 14691 applicants.

Jan to Dec 2008 saw 1102 positions advertised and 19839 applicants

Figures are fairly consistent over the period, however there has been an increase in the % of BME and Disabled candidates short listed and appointed.