

**Manchester City Council
Report for Information**

Report to: Overview and Scrutiny Human Resources Subgroup - 25
January, 2011

Subject: *M people* - progress

Report of: Assistant Chief Executive (People)

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Purpose of Report

To provide the Subgroup with an overview of how the *m people* programme has been implemented as a pilot as part of the integration of HR/OD functions; the subsequent development of the approach; progress made on implementation leading up to the launch across the Council on 4th January, 2011; and proposals for ongoing development.

1.0 Introduction

- 1.1 Members will be aware that ***m people*** is the way the Council is focusing on developing the existing workforce, by moving people with the right skills and attitude into the right roles simply, quickly and fairly to meet organisational need. This pioneering approach represents a culture of significant support and challenge, enabling high performance to benefit the people of Manchester.
- 1.2 The ***m people*** approach and principles have been successfully piloted through the integration of the HR/OD functions, allowing much stronger alignment of these activities with the Council's priorities and the needs of services. The lessons learnt from the pilot have informed service redesign across the Council as well as the ongoing development of ***m people***.
- 1.3 The result from a ballot of the membership of the three recognised Trade Unions on both the approach and a contractual flexibility clause to support the flexible movement of staff, led to the ***m people*** Framework Agreement being approved by the Joint Consultative Committee and subsequently by Personnel Committee on 24 November, 2010. As a result, the ***m people*** approach was launched across the Council on 4th January, 2011 (see Appendix 1 - Framework Agreement).

2.0 HR/OD Pilot

- 2.1 The integration between the HR/OD services began in June, 2010 and phase 1 has been successfully implemented and is operational. The integration has been at the forefront of transformation, leading the way for service redesign across the rest of the Council. Through the process, a new behavioural competency framework as a method of assessment was agreed, a package of 'Support for Change' developed; and the ***m people*** pathway and principles tested.
- 2.2 Some key lessons were learnt which have been taken forward as part of the development of the ***m people*** approach. In particular:-
 - The visibility of Senior Management was valued and enabled issues to be resolved quickly. As other services go through redesign, Managers will be encouraged to continue with this, being consistent with messages and formats;
 - The dialogue events (where staff are informed about the details of their Service Redesign) will be held closer together to ensure continued dialogue and impetus;
 - The demand for 'Support for Change' workshops and Career Coaches was much higher than expected and effective forward planning to meet future demand being undertaken; and

- Behavioural competency assessments and interviews were split due to an external provider completing the assessments. This led to a two stage process which separated the importance of demonstrating the values in the way we deliver activity from the skills and ability to deliver. Having a two stage process was also time consuming and was recognised as not being manageable across larger staff groups. This, together with the results of an evaluation of the process carried out with HR/OD staff and discussion with the Unions has led to a simplified Framework being developed. This is underpinned by the original principles and firmly links to the Council's values of People Pride and Place.
- 2.3 As a result of the integration, 26 former HR/OD staff have moved into permanent roles in other Services; 19 are on development placements; and 4 have left the authority.
- 2.4 The focus is now on embedding new ways of working, striving to achieve a world class service by supporting Strategic Directors to develop their people to have the skills and capacity to meet the Council's objectives.
- 2.5 As part of the transformed HR/OD Service, the **m people** Team provide advice and guidance, support services through their redesign and help them find the best alignment of a person's skills with business' need. The Team work closely with each of the Directorate's Strategic Business Partners, Assistant Business Partners and Service Delivery Teams to understand demand, map resources, match individuals to roles and provide Support for Change resources. The Team also support the staff who access **m people** outside of service redesign; provide quality assurance; assess equality impact; develop intelligence around the external market place and growth sectors; and support approaches to partnership working under the direction of the Public Service Board.
- 3.0 Implementation of m people across the Council**
- 3.1 Progress towards the launch of **m people** from 4th January, 2011 has taken account of the lessons learnt from the pilot phase, focusing on key work streams to ensure that the **m people** policy and principles are translated into practice, supporting the management of the process Council wide.
- 3.2 There are now three ways of accessing **m people** - through Service Redesign, by voluntarily opting in, in advance of a Redesign and through a 'reach out' to staff who have been identified as having the skills and potential to fill business critical roles.
- 3.3 The protocols and processes designed to support each of these entry routes have focused on mechanisms to ensure timely intelligence on demand to be able to assess volume and plan the **m people** offer; the development and management of the **m people** Passport (the documents that contain key information about individuals to enable matching to the best possible role); guidance on assessment processes, both technical (what you do) and behavioural (how you do it); and developing a range of support for staff including workshops on managing change and interview skills and access to Career Coaches.

- 3.4 There are three types of offer that can be made under ***m people*** - a permanent appointment into an approved role; an interim position linked to a permanent position with a Development Plan to aim to meet the full requirements of a role; or a Placement - a short term opportunity with a Development Plan to meet development objectives and inform the next ***m people*** offer.
- 3.5 The role of Managers is critical to the successful delivery of ***m people*** for all three entry routes. Briefing sessions have been delivered to members of the Wider Leadership Team providing an overview of the process and clarifying their roles and responsibilities.
- 3.6 Crucial to this is the effective management of performance - staff must have a positive up to date Appraisal in place and any capability or attendance issues must be addressed before they can enter the ***m people*** pathway. Managers must take full responsibility for these issues, managing them within the Service. HR/OD will provide support and advice to guide Services in this regard and training sessions are being delivered in February and March.

4.0 Ongoing Development

- 4.1 The ***m people*** policy and principles provide a clear framework and objectives for the Council to develop the skills of existing staff and support the greater movement and flexibility of people around the organisation. Within this framework, the management of the ***m people*** approach will be constantly reviewed to ensure that the processes are flexible and adaptable to need and changing circumstances.

5.0 Conclusion

- 5.1 The Sub Group is asked to note and comment on the implementation of the ***m people*** pilot as part of the integration of HR/OD functions; the subsequent development of the approach; the progress made on implementation leading up to the launch across the Council on 4th January, 2011; and proposals for ongoing development.

APPENDIX A

MANCHESTER CITY COUNCIL

***M PEOPLE* FRAMEWORK AGREEMENT**

**ADOPTION OF *M PEOPLE* AND SUPPORTING
POLICIES – ENABLING THE TRANSFORMATION TO
A FLEXIBLE WORKFORCE.**

NOVEMBER 2010

***m people* FRAMEWORK AGREEMENT**

INTRODUCTION

The Council is committed to achieving its vision for Manchester - namely, creating a city where people choose to live, and where they live healthier, longer, wealthier and happier lives despite the difficult economic climate. The Council, along with its public sector partners, faces significant budgetary challenges over the next few years and in order to achieve this vision, we need to make more impact with less resource. The Council recognises the value of its workforce, and seeks to achieve service transformation with a focus on improvement and efficiency through the development of a flexible workforce to deliver more effective services.

To achieve this aim, the Council will be investing in developing the skills of the current workforce to enable mobility, both functionally and geographically, across the Council in order to deploy staff to services where there is the greatest requirement need through its ***m people*** approach.

The City Council is committed to working in partnership with the Trade Unions to deliver our improvement strategy through better use of our resources and provide job security and skills development for our existing employees.

In return for this commitment, it is paramount that employees become more flexible, be open-minded about doing different jobs and stretch and develop their skills to support the organisation as it changes.

This ***m people*** Framework Agreement encapsulates the way the Council will enable the transformation of its workforce fulfilling both its commitment to job security whilst maintaining a skilled and flexible workforce through the ***m people*** approach.

This ***m people*** Framework Agreement is set out in 4 parts as follows:

1. ***m people*** policy, protocol and quality assurance framework
2. Revised Statement of Particulars
3. Supporting policy review – revised documents
 - a. Flexible Working
 - b. Support to Study
 - c. Pay Protection
 - d. Excess Travel Expenses
 - e. Annual Leave arrangements
4. Operating Principles.

SECTION 1

m people POLICY

Context

This policy describes the Council's approach to our future workforce requirements. In the current financial climate, the Council needs to make efficiencies while ensuring that we deliver high quality services. *m people* is the way the Council wants to achieve this.

m people proactively identifies, supports and places employees into roles that match the individuals' needs to those of the organisation. This includes realising potential through structured support and development, placements in different services and organisations, bespoke opportunities to learn new skills, e-learning and learning from peers.

m people is about all staff thinking differently, creatively and being more flexible. It is about staff being prepared to move around the Council to where their skills can add most value to Manchester residents, and to learn the new skills that the Council will need into the future. This flexibility and outlook is critical if the Council is to be successful with its aim of no compulsory redundancies.

As well as this focus on the existing workforce, the Council seeks to drastically reduce recruiting new staff except at entry level (this is to honour our commitment to reducing worklessness), other than in exceptional cases where there are specialist skills gaps. The Council will also significantly reduce the use of external consultants, agency staff, and temporary staff. It aims to have a smaller, leaner more productive workforce that will be achieved through turnover and voluntary arrangements, such as when staff retire or move to another employer out of personal choice.

An important element of *m people* will be skills development to support flexible movement. This will be encouraged through a mix of developmental placements, on-the-job learning, and support for study and training. Where study supports a business need, an agreement will be put in place to ensure the Council secures its return on investment from the staff supported and retains key skills developed as part of the study, training and/or development.

Each Directorate will produce a Target Operating Model (TOM). This model outlines how services will be delivered in the future. As we work towards each TOM, services are expected to change and develop. As a result of this level and pace of change, it is anticipated that all staff in the Council will have been subject to an *m people* assessment within the next three years.

m people will be underpinned by the existing pay protection arrangements and competitive internal interviews for promotion as appropriate and in accordance with agreements with trade unions.

Purpose

Through ***m people*** the Council is demonstrating its commitment to the retention of its employees and the development of a skilled and flexible workforce. This is to enable the Council to achieve its aim of no compulsory redundancies in the face of significant economic challenges.

Through ***m people***, the Council will seek to retain and develop employees fully utilising their skills, abilities and knowledge to provide high quality, efficient and cost effective services.

The Council is committed to communication and engaging with staff to actively participate in the process. This is to ensure that best outcomes are achieved for both employee and employer.

m people replaces the former redeployment policy and procedure, which no longer reflected the Council's commitment to its workforce and did not support achieving the future flexible deployment and skill development needs of the Council.

m people will be a continual process. The Council will strive to achieve suitable outcomes for employees in a timely manner. Staff wishing to develop skills and explore new opportunities can proactively opt in to ***m people*** without waiting for their service to change.

In applying the ***m people*** policy, the Council will ensure that the roles and responsibilities of all involved are clear and easily understood. All participants must be fully committed to a positive and pro-active approach to ***m people***.

The Council will work in partnership with trade unions and other stakeholders in continuously monitoring, auditing and reviewing the ***m people*** process through the quality assurance framework.

Any staff movement, changes and development will be considered principally in the spirit of service improvement and cost or efficiency savings.

Principles

There are nine principles that underpin the application of this policy:

- Concentration on developing our existing workforce – external recruitment will be exceptional and will only be by corporate agreement.
- Pace – the process has to have people moving around the organisation positively and quickly.
- Progression paths must be clear from entry level jobs to senior positions and helping to reduce worklessness – fulfilling our commitment to prioritise employing young people and Manchester residents.
- Evidence based – a strong body of intelligence of the skills we have now and the skills we will need from the target operating models. This will enable movements of staff to be planned based on knowledge of where the surpluses and the shortages of skills are going to be and when.
- Creating demand for movement – through actively moving people to new roles creating spaces for others to move into, through appropriate use of Voluntary Early Retirement (within existing rules) and through restricting external recruitment including temporary and interim appointments.
- Managers dealing effectively with poor performance so that performance is addressed at source not restructured out to another part of the Council.
- Pull not push – the purpose of **m people** will be to enable services to pull in people with the skills needed.
- Incentive based – Strategic Directors and Heads of Service are accountable for the delivery of the improvement and efficiencies within their business plans and target operating models. **m people** will be the means by which they can draw in the skills they need and move people within the organisation. This will encourage positive and reciprocal behaviour allowing people to move positively between services.
- All staff on **m people** pathway. A pathway is a way of being matched to a new role in a new structure, on a supported placement with a view to a permanent move, on a full time training programme to change career direction or other agreed options. **m people** will not be confined to services currently subject to redesign. Staff in parts of the Council not currently changing, may be able to apply to opt into a pathway (e.g. supported placement) potentially creating more spaces for others to be moved into.

Scope

The **m people** policy applies to all employees of the Council employed on NJC conditions with the exception of:

- Staff directly employed by schools
- Staff who wish to opt-in and who are actively being managed through capability or absence management procedures. In such cases, there will be a discussion that will include the individual, their line manager and the **m people** team before entry to **m people** is agreed. In exceptional circumstances, where there is an evidence base that a placement will support a significant improvement in performance or attendance, entry will be considered. This will need to be approved through the **m people** process. Where no such evidence exists, the individual will not be allowed to enter **m people** until their performance and/or attendance improves.

Important - The **m people** policy must be read in conjunction with the **m people** protocol and the **m people** quality assurance framework.

Roles

The opportunities and benefits presented by **m people** will only be fulfilled if all the participants engage meaningfully in the process. The key aspects of respective roles of participants are highlighted below:

- **Service directorates, their Strategic Business Partners, Assistant Business Partners and Service Delivery Teams** will work with Directors, Senior Management Teams and the **m people** Team to organise and co-ordinate the **m people** approach for their Directorate. This will include the development of their TOMs, the use of the Skills Pledge and existing budgets to develop skills, and reviewing the achievement of people-related efficiency savings.
- **Employees** – In order for **m people** to work effectively, there will need to be an acceptance from staff that they will be flexible and that movement around the organisation will become the norm. Every effort will be made via engagement to enable employees to understand the **m people** process; employees should participate meaningfully with **m people** e.g. seek to access available support. Employees will also be enabled to make the most of their Development Plan to enhance their skills base. Employees must be flexible in terms of roles and responsibilities, and be willing to take on new challenges

that will support the Council's aim of maintaining job security for its employees.

- ***m people Team*** – will provide the policy framework and tools for the proactive delivery of ***m people*** including understanding demand across the organisation; managing the matching and placement process; developing and implementing assessments; developing an employee support programme; and establishing impact through evaluation and a quality assurance framework.
- **Line Managers** – will need to provide information and support to the employee regarding ***m people***. They will support staff to access ***m people*** and will provide day-to-day line management including agreement, management and monitoring of an individual's ***m people*** Development Plan. The line manager will also need to act as a channel of communication during the change process to ensure that employees are aware of the Council's ongoing change, efficiency and service improvement agenda.
- ***m people Career Coaches*** – are trained members of staff who will provide one-to-one support to help staff to think through their career preferences and what steps they could take towards realising them.

Summary

m people is about the Council valuing its workforce and enables staff to make the maximum impact with the skills they have. ***m people*** also recognises that the individual has a responsibility for their own career path including their performance and development. It is about balancing an individual's aspirations with business need and available opportunities.

m people is a pioneering approach to the deployment and development of staff. It follows in Manchester's tradition of creativity and doing things differently. ***m people*** represents a culture of high support and high challenge; this, in turn, will enable high performance to benefit the people of Manchester.

***m people* Protocol and Quality Assurance Framework**

1. **Routes into *m people***

There are three routes into ***m people***:

1.1 Opt in: This is where people opt for a voluntary move or career development opportunity. Opt in will help to promote movement across the organisation and to develop skills and talent. Promotional moves will continue to be accessed via a competitive process. Opt in will be made available as part of our extended testing of ***m people*** before being formally launched on 1 January 2011. There are two types of ***m people*** opt in:

- Expressing an interest for an early move as part of TOM implementation
- Opting in for developmental opportunities independently of TOMs implementation

m people will positively and proactively encourage staff from under-represented groups to opt in to ***m people***.

People opting in will be considered on the following criteria:

- have had discussions with the line manager
- have a positive appraisal
- whether subject to formal performance or absence management processes unless there are particular and exceptional circumstances.
- particular competence area(s) for development
- willingness to engage in the ***m people*** process and be flexible

Managers will need to balance the aspirations of the individual, the organisational desire to support movement and business critical skill needs. Where the opt in of a particular member of staff would leave a critical skill gap that could not currently be filled through ***m people*** opt in will be considered on a business need basis. In such cases, managers will need to implement succession planning to enable skill transfer within a reasonable period of time to allow the opt in of the individual at an agreed point in the future.

Opt in decisions will be reported into the Directorate clearance process and will be monitored through workforce intelligence to determine trends and identify any apparent blockages.

A standard opt in application will need to be completed and a standard letter issued to inform the applicant whether or not they meet the required criteria.

- 1.2 Reach Out: Reach out will support the development of skills to meet organisational need, succession planning, talent management and the proactive targeting of under-represented groups.

There are three main ways that we will reach out to invite people to join **m people**:

- As a result of workforce planning relating to TOMs implementation, we will become clearer about our skill gaps relating to new roles. We will reach out to people with the potential to develop these skills and make available developmental placements to ensure we have the skills available when TOMs are implemented.

Over time we may identify trends in the type of vacancy that goes to internal advert because the competencies and skills required are not evident in our available **m people**. We may then reach out to invite people with these skills and competencies to make themselves available for **m people** opportunities.

Whenever we reach out, we will proactively encourage any under-represented groups of staff (as informed by workforce intelligence) to respond to the reach out request.

A standard email broadcast will be sent out across the organisation to inform of the need for particular competencies and to invite people with these competencies to join **m people**. There will also be word file attachments with this information for **m people** champions to print and display on workplace notice boards in Council buildings. Other ways of reaching people not on the intranet/ work email are still being explored and will be added to this protocol. There is a standard application form and letter for staff responding to reach out requests.

- 1.3 Service Redesign: All staff within a service going through a service redesign process will become part of **m people**. All staff will be asked to attend a Dialogue event at which senior managers will talk to them about the changes to be implemented, the impact this will have on existing roles and structures and what the new service will be like. Through ongoing engagement and communication activity – face-to-face meetings with senior managers, the intranet, and newsletters – staff will have the opportunity to be updated on progress on an ongoing basis, to ask questions and to influence the detail of functions within the new service and how they will be organised. Staff will be informed at the event about the support for change programme (see below).
- 1.4 Exceptions: Where staff are actively being managed through capability or absence management procedures, there will be a discussion between the line manager, the individual and the **m people** team before entry to **m people** is agreed. Where there is an evidence base that a placement will support a significant improvement in performance or attendance, entry will be allowed. This will need to be approved by the validation steering group (see below).

Where no such evidence base exists, the individual will not be allowed to enter **m people** until they can evidence an improvement in performance or attendance. Entry into **m people** is dependent upon a willingness to engage

in the **m people** process. If at any point in the **m people** process an individual refuses to positively engage, for example, refusal to complete the Baseline or undertake a competency assessment, they render themselves ineligible for an **m people** offer and may be in breach of their contractual obligations.

2. Welcome to **m people**

All **m people** will receive a personalised letter that welcomes them to **m people**. For Opt in and Reach out, this letter will be sent out by the **m people** team. For Service Redesign, this will be part of the communications sent out by the Service Director about the transformation process. There will be information within the letter about the availability of Support for Change Workshops and Career Coaches and how to access them.

3. Support for Change

3.1 All **m people** will have the option of accessing a support for change programme. This comprises a series of change workshops which will help staff to understand how to react to change and therefore what personal strategies they can adopt to get them through the changes with a positive outcome, help staff to consider their career options going forward and help them to prepare for assessment.

The programme also includes access to a career coach. Career coaches are trained people who will provide one-to-one support to help staff to think through their career preferences and options and what steps they need to take towards realising them.

After the welcome to **m people** letter has been sent, a place on the next available support for change workshops will be made available. Career coaches will be made available as soon as is practicably possible after attendance at the support to change workshop. Further support to change workshops will be made available on request.

4. Evidence to support movement through **m people**

4.1 The **m people** passport is a document that will contain all the information about a person that will be needed to align them to the best possible role within the city council. This will include:

(i) **m people** Baseline – all **m people** are asked to complete a Baseline setting out their skills, experiences, qualifications and career preferences.

(ii) *Technical tests* – some **m people** will be tested on their technical abilities, for example, I.T. skills or ability to carry out social work assessments. Test results will be included in their passport.

(iii) *Competency-based interviews* will assess behaviours and attitudes linked to the Council's values together with technical skills and ability to do a role. All staff will receive feedback from their competency based interview and a feedback report for inclusion in their passport.

- 4.2 *Baseline:* The Baseline can be completed at any time and increasingly should be linked to the appraisal process in order to ensure that all staff have an up to date Baseline as part of their **m people** Passport. People who do not already have a Baseline will be sent a letter to ask them to complete one. The Baseline information is collected via a standard form. Staff will be asked to include their work experience by activity, technical competence or professional affiliation, any specialist knowledge, additional support or adaptations required and their career preferences.
- 4.3 All staff will be required to have an **m people** Baseline regardless of whether they have opted to access support to change. The deadline for submission of their Baseline to the **m people** team wherever possible will be two weeks from the request going out.
- 4.4 The **m people** team will then send the Baseline to the relevant line managers for validation of the information contained within it. The deadline for validation wherever possible will be two weeks from the request going out.
5. Technical Tests
- 5.1 Some roles will require a technical test that will test the ability of staff to carry out technical elements of a role. A suite of tests will be developed as we progress with the role out of **m people** that services will be able to choose from in order to ensure people have the technical abilities to perform a role.
6. Competency - based Interviews
- 6.1 All staff in scope for **m people** – Opt In, Reach Out and Service Redesign – will have a competency based interview. This will assess attitudes and behaviours linked to the City Council values e.g. the way you demonstrate customer focus, how you work as part of a team, how you show pride in Manchester, the ways in which you deliver a service, and how you adapt to change, as well as technical skills and experience to perform role requirements.
7. Aligning **m people** with Roles
- 7.1 A new streamlined resourcing process has been implemented to ensure that there is appropriate rigour, challenge and governance relating to resourcing requests. Details of the process are available separately
- 7.2 Decisions regarding alignment of **m people** and organisational need will be made by a panel of managers resourced from the service(s) going through transformation at that particular point in time (**m people** panel). The panel will be supported by the **m people** team who will co-ordinate the alignment process and support and advise panel members from their knowledge and understanding of available **m people** and resource requirements.
- 7.3 The target time for making alignment decisions is wherever possible a maximum of two weeks from the date of the competency based interview taking place. Where ad hoc requests are received which are outside a service redesign process, initial sifting will be carried out by the **m people** team.

Decision making on **m people** offers will rest with the recruiting service and the Assistant Chief Executive, People.

8. **m people** offer is made

8.1 Following the alignment process, staff will be contacted and informed of their **m people** offer. This will normally be via a conversation that takes place face-to-face.

8.2 Where an offer of a permanent role is made, a standard offer letter and new contract will be issued by the SSC, on the instructions of the recruiting manager. This will be validated against approved target operating structures.

8.3 Where an offer of a placement or developmental placement is made, a letter confirming the placement will be issued. This will set out the terms of reference for the placement. These will include the requirements and responsibilities of the person in the placement, their line manager and the **m people** team.

8.4 Timescales are agreed for staff to move into new role.

8.5 In order for **m people** to work effectively, there will need to be an acceptance that staff will be flexible and movement around the organisation will become the norm. It is anticipated that the majority of people will accept their **m people** offer because evidence within the **m people** passport and the requirements of roles will have been fully taken into account, as well as the employee's preferences.

8.6 Where there is a reluctance to accept an offer, consideration will be given to the employee's reasons for declining the offer. Placement length will not be accepted as a reasonable reason to decline an offer.

8.7 Where the placement is being offered as a result of reorganisation of the service, the Validation Panel may direct placements which reasonably match competence with requirement.

9. Quality Assurance and Validation

9.1 Purpose of Quality Assurance

- To ensure **m people** is facilitating the required organisational impact – right people, in the right place, with the right skills
- To ensure that the above principles are adhered to in the implementation of **m people**
- To ensure that high quality workforce information is available and actively used to inform workforce planning thereby ensuring staff have the skills needed by the organisation and that managers are able to pull the skills they need towards them in a timely way.
- To assure ourselves that individuals are experiencing change through **m people** more positively and proactively.

- To ensure that organisational resourcing needs are effectively met through high quality alignment of people and opportunities.
- To assure ourselves that staff movement is being facilitated at a pace
- To ensure that staff are proactive and supported in progressing development needs.
- To ensure consistency of information included within baselines, expressions of interest, competency assessment output reports and interview notes and to utilise this intelligence to inform developmental needs.
- To ensure consistency and quality of decision making
- To monitor the impact of **m people** in line with the equality impact assessment
- To address matters of concern arising from the **m people** process

9.2 Scope of QA

- The impact of **m people** on the organisational priorities
- The organisational culture changes affected by **m people**
- The quality of **m people** processes
- The quality of practice in relation to **m people** outcomes

Good practice quality assurance should include:

- A range of methodologies
- Peer review
- Different levels of staff suitably skilled to quality assure at different levels
- Clear timescales and expectations setting out quality assurance methodologies
- Clear mechanisms to feedback quality assurance findings to facilitate ongoing learning and improvement
- Where there are issues around possible misapplication of skills assessments and/or misapplication of allocation to a post/placement, for example not being a correct skills match, these issue should be raised with:

A The current recruiting manager

B If not able to be resolved by A, then the **m people** team (officer and trade union secondee)

C If not resolved by B, then resolved by the Quality Assurance Panel

The Quality Assurance Team will continually monitor the delivery of **m people** and will intervene where necessary to correct any inappropriate outcomes, misapplication of processes and will promote adaptation of procedures where necessary.

Proposed **m people** Quality Assurance Framework

Please see following page

What?	QA Activity	Who/How Often?
<p>The impact of <i>m people</i> on organisational priorities</p>	<p>Workforce Intelligence and reporting</p> <p>-HROD reporting:</p> <p>-starters/leavers, retirement profile, externally resourced staffing resource, movement of staff</p> <p>- payroll and workforce numbers</p> <p>- analysis of skill gaps</p> <p>- tracking of <i>m people</i> process to monitor timescales, progress and issues arising</p>	<p>HR/OD Performance Board (weekly)</p> <p>Improvement Board (monthly)</p>
<p>Quality of <i>m people</i> process, quality of decisions made, consistency of information within <i>m people</i> passports, equality impact assessment review</p>	<p>File audits/sampling</p> <p>% of staff going through <i>m people</i>, diagonal slice of staff going through service redesign. Sample size and composition to be agreed at beginning of redesign implementation.</p> <p>Ad hoc sampling in response to matters of concern being raised that have not been resolved elsewhere</p>	<p>Trade Union secondee/QA panel</p> <p>Frequency to be determined at start of each service redesign process.</p>
<p>Overview of:</p> <p>Employee experience of change</p> <p>Manager's experience of <i>m people</i> and ability to secure staff who meet their resourcing needs</p>	<p>Random sample telephone surveys of employees and managers:</p> <ul style="list-style-type: none"> • experience of <i>m people</i> • quality of matching decisions • developments progressed • understanding of <i>m people</i> process 	<p>Monthly initially moving to quarterly over time</p>
<p>More detailed insight into:</p> <p>Employee experience of change</p> <p>Manager's experience of <i>m people</i> and ability to secure staff who meet their resourcing needs</p>	<p>In depth interviews with employees and managers to develop a more in depth understanding of issues identified through telephone surveys</p>	<p>Monthly initially moving to quarterly over time</p>
<p>Success of <i>m people</i> placements in meeting organisational need, progress made towards identified developments within timescales</p>	<p>Sampling/appraisal and placement review audits</p>	<p>Trade Union secondee /QA panel</p> <p>6 monthly</p>

9.4 **Quality Assurance Panel**

An **m people** quality assurance panel is to be established comprising representatives from across Directorates together with the **m people** manager and Trade Union representatives.

The panel will convene monthly for the first six months with a view to moving to bimonthly thereafter subject to review. The group will receive reports on the findings of all quality assurance activity for that quarter. They will consider the learning from it and agree the actions that need to be progressed in response to issues arising.

It is proposed that Directorate representatives are identified through discussion between the Strategic Business Partner and the Directors.

Terms of reference to be drafted for agreement following the initial meeting.

9.5 Trade Union Seconded to **m people** Team

It has been agreed that there will be a trade union secondee within the **m people** team who will focus on championing and assuring the quality of **m people** implementation. The Trade Union Seconded will play a leading role on behalf of the trade unions in quality assurance panel members working with the **m people** team and management and will submit detailed monthly reports.

10. Follow up and Review

10.1 Business as usual processes should be applied for staff offered a permanent role. They will have an induction and their progress must be reviewed monthly, as a minimum, through supervision sessions. They will also have a development plan as set out above.

10.2 For staff in a placement, a formal review will be carried out that involves the person in the placement, their line manager and a member of the **M people** team. The purpose of the review is to:

- establish progress in the placement
- review development plan to agree any changes that may need to be made
- address any issues arising

This will be supplemented by reviews through supervisions with line manager which will take place monthly, as a minimum.

10.3 During the transition into a new role, ongoing support will continue to be available from a career coach.

10.4 If either the person in a placement or their line manager consider that a placement is not effective, a review will be held between them to understand the reasons for this. If appropriate a member of the **m people** team will participate in that review.

10.5 Where a placement is not delivering what is set out in the terms of reference, the expectation will be that attempts will be made to address the reasons for this. If this is not possible, a move to a new placement will be considered. **m**

people reviews will be subject to quality assurance processes that will be overseen by the validation group.

11. Development Plan

11.1 All **m people** will have a development plan that specifies their development needs based on a combination of their competency assessment and the specific requirements of their new role. The development plan will identify the development needs, specify how the development needs will be met and the roles and responsibilities for progressing developments, timescales and anticipated impact of development activity.

11.2 A greater range of development opportunities will be made available through **m people**. These will include on-the-job development opportunities, interventions, developmental placements, creating bespoke opportunities to learn new skills, e-learning, learning from peers and spending time in different services and organisations.

SECTION 2

Revised Statement of Particulars

EMPLOYMENT RIGHTS ACT 1996

STATEMENT OF WRITTEN PARTICULARS OF EMPLOYMENT

MANCHESTER CITY COUNCIL

TOWN HALL

MANCHESTER

M60 2LA

General

Name:	
Current Role*:	
Date commenced employment with Manchester City Council:	
Date commenced Local Authority employment:	
Date particulars issued:	
Date revised terms commenced:	

You are appointed as an employee of Manchester City Council. Your current post is..... in (Directorate) at Grade The role profile and specification for this post is attached at Appendix x. In addition to or in substitution for the duties set out in it you may at any time be required to undertake additional or other duties as necessary to meet the organisational needs of the Council in accordance with the agreed **m people** process.

In particular, to meet the requirements of the Council , in line with agreed **m people** procedures and collective agreements, you may be required to work in an alternative job/role which the Council may, from time to time, deem appropriate. However, in determining any such transfer, the Council will have regard to the following factors:

- The operational needs of the Council
- Your formal qualifications
- Your skills and experience
- Your assessed potential for future training or other career development
- Any personal circumstances you may have

You will be given reasonable notice of any proposed transfer.

Place of Work

You will be based at XXX or such other place of employment in the service of the Council as required. The address of the Council is given above.

Terms and Conditions of Employment

During your employment with the Council your terms and conditions of employment will be in accordance with collective agreements negotiated from time to time by the National Joint Council for Local Government Services as set out in the Scheme of Conditions of Service (The Green Book), and also other variations that result from local collective agreements reached with Trade Unions recognised by the Council and by the rules of the Council. Future changes in these terms will be entered in the above documents, or otherwise recorded for you to refer to, within 28 days of the change.

Pay

It is the policy of the City Council that all salary payments are made by credit transfer into a bank or building society account.

Your Grade is Grade X, SCP X to X (X), £X to £X (£X). Your pay will be scp X £X per annum.

Subject to satisfactory service your pay will rise within the pay spine by annual increments up to the maximum spine point of the grade. However progression to the final spine point within the grade will be subject to you being able to satisfy a competency criterion.

Following progression on to the penultimate spinal column point for your grade (normally in April) you will meet with your line manager to establish the criteria for assessment of competency, based upon the main duties, responsibilities, skills and knowledge as set out in the job description and person specification for your post.

The next increment due to you will be paid on either 1st April or 6 months from your date of commencement in this post, whichever is the later. Thereafter any such increments will be paid on 1st April each year until you reach the penultimate spinal column point for your grade at which point you are required to pass the competency assessment as stated above.

Where an appointment has been made at the grade maximum, there will be no further incremental progression.

You will be paid calendar monthly in twelve equal payments by credit transfer on the 15th of each month. Where the 15th is not a normal working day, you will be paid on the last normal working day, prior to the 15th of the month.

Definition of a day's pay - the calculation adopted = $1/365^{\text{th}}$ of annual salary.

Car User Status (if applicable)

<Essential>

This post has been designated as essential car user status. This is where an employee's duties cannot be performed in the most efficient manner without regular use of that employees's vehicle, and where an employee is obliged to ensure their vehicle is available for such use.

The payment of a car user's allowance will be subject to regular/annual review by departmental line managers. The allowance will be withdrawn if the user fails to meet the scheme criteria, is transferred to another post or the City Council deems that the post no longer requires a car user's allowance.

<Casual>

This post has been designated as casual car user status. This is where the occasional use of an employee's vehicle by that officer in the execution official business to the Council's advantage in terms of saving travelling costs and/or travelling time, as compared with the use of public transport or an official vehicle.

The payment of a car user's allowance will be subject to regular/annual review by departmental line managers. The allowance will be withdrawn if the user fails to meet the scheme criteria, is transferred to another post or the City Council deems that the post no longer requires a car user's allowance.

Period of Continuous Employment

Your period of continuous service for statutory employment rights dates from the above date of commencement of employment with this Council as stated above.

For the purposes of entitlement regarding Annual Leave, the Occupational Sickness Scheme and the Occupational Maternity Scheme continuous service will include continuous previous service with any public authority to which the Redundancy Modification Order 1983 applies.

Where an employee returns to local government service following a break for maternity reasons, previous service will be taken into account in respect of the sickness and maternity schemes provided that the break in service does not exceed eight years and that no permanent paid full-time employment has intervened. For the purpose of the calculation of entitlement to annual leave the eight years time limit does not apply provided that no permanent full-time employment has intervened.

For the purposes of entitlement regarding Annual Leave aggregated Local Government Service/public authority covered by the Redundancy Modification Order is also taken into account.

Hours of Work

This appointment will be on the basis of a contracted 35 hour working week. For part-time posts the rate of pay shall be pro-rata to a 35 hour week.

Your normal working week is one of XX hours, not including lunch breaks.

The council operates a scheme of flexible working hours which allows an employee some discretion in arranging working time. Details of the Flexible Working Hours Scheme are available from Personnel.

Flexibility Payments (if applicable)

The Flexibility Payments Framework covers all staff whose working week involves a regular, non-standard rota, working 'over and beyond' the normal flexible working hours scheme on a regular five, six or seven days out of seven pattern, including late and weekend working. The flexibility payments scheme comprises a banding system

based on four levels of ‘inconvenience’ (including lates and weekends) to replace the current, fixed flexibility allowance. Where you are required to work such a pattern an appropriate payment will be made in line with the scheme below.

Level	Number of instances of defined weekend/evening working	Flexibility Allowance
Band 1	Up to 50	6.7%
Band 2	51 – 100	10%
Band 3	101 or more/significantly inconvenient pattern	15%
Band 4	Services operating a 24/7 continental pattern	20%

Contractual Overtime

Where you are paid above Grade 6, the Grade for your post takes account of the requirement for working outside of normal hours. Where you are paid below spine point 31, you will not normally be expected to work overtime. However, if you are required to do so, the first two hours (regardless of the day on which they are worked), in excess of 35 hours in any given week will be paid at plain time. Any further overtime worked in excess of 37 hours in any given week, exceeding 30 minutes on any one day shall be paid at a rate of double time for work on a Sunday, Bank Holiday or extra statutory day, and time and a half for work at any other time.

Holidays

Your current annual leave entitlement is 25 days unless you work part time or job share. This will be calculated proportionally. Within this annual leave entitlement are 2 extra statutory days and any nationally agreed public / bank public holidays. Leave entitlement varies according to continuous service as shown below expressed in days (N.B. please refer to the paragraph on Period of Continuous Employment).

Additional leave entitlement based on five years service is effective from the anniversary of appointment, taking into account Local Government and aggregated service, where applicable. Please see table below:-

DATE OF 5TH ANNIVERSARY OF APPOINTMENT	NO. OF ADDITIONAL DAYS ANNUAL LEAVE ENTITLEMENT
1 April - 11 June	5 days
12 June - 8 August	4 days

9 August - 26 November	3 days
27 November - 15 January	2 days
16 January - 31 March	1 day

Following the 1st April after your 5th year anniversary your annual leave entitlement will increase to 30 days. This will be calculated proportionally if you work part time or job share.

Employees who are contracted to work other than Monday to Friday (standard office hours), should have the above entitlement expressed as annual leave in hours. The number of hours normally worked as part of the pattern which are taken as annual leave are deducted from the annual total.

The leave period shall be from 1st April to 31st March. Holidays will be taken by arrangement within the leave year. Those employees starting or leaving employment during the year are entitled to leave proportionate to the number of completed months service during the year.

For the first 12 months of employment paid holiday entitlement will accrue at the monthly rate of one twelfth of the full year entitlement. Any part days should be rounded up to the nearest half day. However more favourable rates of accrual can be used by agreement.

You will be paid at your full basic rate for all authorised absence on annual leave. Employees who receive contractual payments for working arrangements other than normal office hours will be entitled to such payments during such leave. Any annual leave not taken by 31st March in any year is lost.

Notice

If the City Council wish to terminate your employment the minimum period of notice to which you are entitled is stated below: (N.B. please refer to the paragraph on Period of Continuous Employment):

Period of Continuous Service	Minimum Notice
One month or more but less than two years	One week
Two years or more but less than 12 years	One week for each year of continuous service
Twelve years or more	12 weeks

The minimum period you are required to give to terminate your employment is as shown below:

Pay	Minimum Notice
Spine point 6 - 31	One month's notice
Spine point 32 - 49	Two month's notice
Above spine point 49	Three month's notice

All notice is required to be given in writing to your line manager and Personnel.

Sickness Absence

Your entitlements during any absence due to sickness or injury are as set out below in accordance with the NJC agreement.

Your entitlement to sickness allowance is:-

During the first year of service	One month's full pay* and, after completing four months' service, two months' half pay.
During the second year of service	Two months' full pay* and two months' half pay.
During the third year of service	Four months' full pay* and four months' half pay.
During the fourth and fifth year	Five months' full pay* and five months half pay.
After completing five years' service	Six months' full pay* and six months' half pay.
	(*Less National Insurance Benefits)

Sickness Reporting Procedure

If you are unwell and unable to attend work you must report your absence on the first day of absence.

You should personally contact your line manager on the first day of absence prior to your normal start time or no later than 10.00 am for staff on flexible working hours.

Where your manager is not available the absence should be reported to another line manager or the next senior manager. Your line manager may contact you at home in the day to discuss the absence and/or outstanding work issues.

On reporting absence you must give the following details:-

- The cause of absence
- The likely date of return (where this can reasonably be anticipated).
- Any appointments/deadlines/work issues affected by your absence.

Failure to report absence in the manner described above may result in you losing pay.

Other Terms and Conditions of Employment

The NJC agreements (please refer to the paragraph on Terms and Conditions of Employment) directly affecting other terms and conditions of your employment currently cover:

Pay, grading, job evaluation

Working time and working arrangements

Maternity Scheme and Sick Pay

Equalities

Training and Development

Leave

Allowances and reimbursement of expenditure

Those rules and local agreements made by the Council (please refer to the paragraph on Terms and Conditions of Employment) directly affecting other terms and conditions of your employment currently cover:

m people Framework Agreement

Special Leave

Disciplinary Procedure

Employee Complaints Procedure

Bicycle Allowance

Job Share

Maternity Support Leave

Adoptive Leave

Relocation Expenses

Employee Code of Conduct

Competency Increments Scheme

Part 3 – Framework Agreement

Information in relation to these are available on the Intranet or through the Personnel Shared Service.

Political Restriction (to be used for politically restricted posts only).

This post is a politically restricted post, as defined by the Local Government and Housing Act 1989 (as amended by Section 30 of the Local Democracy, Economic Development and Construction Act 2009) on one of the following grounds:

- i) the post is that of a Chief Officer or Deputy Chief Officer or

- ii) the post has delegated powers to discharge the functions of the Council; or
- iii) the duties associated with the post include giving advice on a regular basis to the Authority, to Committees or Sub-Committees of the Authority (including member panels, Sub-Committees etc.) or to joint committees on which the Authority is represented or give advice to Executive Members, Committees or speak to the media.

The postholder has a right to appeal to the Council's Standards Committee against the classification of this post as politically restricted.

Pensions

You will be automatically admitted to the Greater Manchester Pension Fund. This provides excellent value for money as you only pay for part of the cost of the benefits – Manchester City Council will pay the remainder. If you require further information regarding the Pension Scheme you can contact the Pensions Section on 0161 277 1692 or 0161 277 1695.

Disciplinary Procedure

The disciplinary procedure and rules applicable to you are set out in the Council's disciplinary procedures, details of which can be found in the documents referred to in the paragraph on other Terms and Conditions of Employment.

Grievance Procedure

If you have a complaint relating to your employment you should discuss the matter initially with your immediate Supervisor. Further steps are governed by the Council's grievance procedure, details of which are set out in the documents referred to in the paragraph on Other Terms and Conditions of Employment.

Maternity Rights

Rights of pregnant women to leave and pay are in accordance with the local agreements referred to above. These rights are dependent on pregnant employees complying with certain notification requirements.

Full details are set out in documents available on the Intranet or through the Personnel Shared Service. If you should become pregnant, you must speak to the Personnel Shared Service who will advise you of your rights and the requirements upon which they depend.

No Smoking Policy

The City Council supports the Tobacco Free Greater Manchester campaign for smoke free public places. The Council operates a No Smoking Policy and therefore, no facilities will be provided for smokers inside or outside Council premises. Consequently employees will not be able to smoke in:

- Offices, work areas, access doorways, corridors, toilets and surrounding areas

- Council-owned public buildings, function rooms, theatres, cafes, sports and recreational facilities
- Council-owned vehicles
- Work time

Should you fail to adhere to this policy then disciplinary action will be taken which may eventually lead to dismissal.

Full Tobacco Control Policy for Employees is available on the Intranet or through the Personnel Shared Service.

Overpayments

By accepting this Statement of Particulars you hereby authorise the City Council to deduct from your pay (or an alternative method acceptable to the employer) as follows:

- any amounts of remuneration, expenses or any other payments (statutory, discretionary, etc) which are overpaid to you.
- (on termination of employment) any holiday pay paid to you in respect of holiday granted in excess of your accrued entitlement; and
- any other sums owed to the Employer by you including outstanding loans or advances, reimbursement of study, training and development costs, travel or relocation expenses.

In the event of any overpayment employees will be required to agree a proposal for repayment over a reasonable period of time with line management. In the event of failure to agree HR/ Payroll will decide and progress the most appropriate way to get the repayment/deductions.

City Council Property

On request and in any event on termination of your employment for any reason, you are responsible for returning to the City Council all Council property including Council credit or charge cards, your security pass, all keys, computer hard and software including discs and all documents in whatever form (including notes and minutes of meeting, diaries and address books, computer printouts, plans, projections) together with copies (irrespective of by whom and in what circumstances such copies were made) which are in your possession or under your control.

SECTION 3

REVISED POLICIES

- **Flexible Working**
- **Support to Study**
- **Pay Protection**
- **Excess Travel Expenses**
- **Annual Leave arrangements**

Amended & agreed 17/11/2010

Flexible Working Policy

DECEMBER 2010

Table of Contents

1. Purpose
2. Scope
3. Balancing Business & Individual Need
4. Service Led Initiatives
5. Types of Flexible Working Arrangements
6. Process for Considering Individual Requests for Flexible Working

1. PURPOSE

- 1.1 Manchester City Council is committed to attracting, developing and retaining a world class workforce. It aims to deploy all the talent and experience available in the most flexible and efficient manner. In developing a flexible workforce it recognises the importance of helping employees balance their work and home life. The Council also recognises that staffing capacity must at all times remain in line with the needs of the business so that service provision is maintained at all times.
- 1.2 Flexible working, when used effectively, delivers benefits to both employer and employees. Flexible working can benefit services by matching their business needs with the way their employees work. At the same time employees can achieve a better balance between work and home life.
- 1.3 Employee benefits:
- Increased job satisfaction
 - Work-life balance
 - Improved productivity
 - Improved morale and motivation
- 1.4 Employer benefits:
- Improved productivity and overall efficiency
 - Reduced absenteeism
 - Effective use of office space with associated reduction in costs
 - Lower carbon footprint due to reduced fuel and travel costs

2. SCOPE

- 2.1 These arrangements cover all employees employed by Manchester City Council excluding staff directly employed by schools.

3. BALANCING THE BUSINESS AND INDIVIDUAL NEED

- 3.1 The City Council is committed to providing the widest possible range of flexible working patterns and using flexible working as a positive tool to both improve employee satisfaction and deliver effective service provision. In considering all requests for flexible working managers must take account of individual needs and treat such requests reasonably, fairly and in accordance with relevant legislation and Council policies. However, both management and employees will need to be realistic and recognise that the full range of flexible working options will not be appropriate for all jobs across all areas of the business.

4. SERVICE-LED INITIATIVES

- 4.1 Where services are looking to adopt flexi-time (flexible working hours scheme) and/or flexible working arrangements to assist and enhance service provision

as part of a structured process, the considerations will need to emerge from and be supported by a reasoned business case following:

- Service redesign
- Major relocation
- Business planning process.

4.2 Where a flexible working arrangement is proposed, the Council will need to take into account a number of criteria including (but not limited to) the following:

- the cost of the proposed arrangement
- the effect of the proposed arrangement on other staff
- the level of supervision/management required
- the structure of the service area and staff resources
- other issues specific to the service area
- resourcing implications
- health and safety implications
- impact on individuals
- consideration of individual circumstances

4.3 Equality Impact Assessments must be carried out on proposed changes and cost/benefits realisation assessed.

5. TYPES OF FLEXIBLE WORKING ARRANGEMENTS

This policy sets out a suite of flexible working arrangements that can be used by employees. In dealing with requests managers are advised to think both of benefits in applying this policy to enhance service delivery within budgetary constraints as well as the beneficial impact flexible working has in maintaining employee motivation and morale. The policy includes the following options, but recognises that there may be other arrangements that can be accommodated, and that the working pattern that may suit any particular individual or a service could be a unique one.

5.1 Job- sharing

Job sharing is another form of part-time working whereby through a voluntary arrangement two employees share the responsibilities of one full-time position. Typically, job-sharing works on a shared responsibility basis where the individuals both carry out all the duties of the job, simply picking up the work where the other one left off. The duties of the position are divided between the two individuals, with each being able to provide cover for the other where necessary. In the event of one job sharer leaving, the hours of work previously undertaken by that person should normally be offered, in the first instance to the remaining job sharer.

In some circumstances it may be possible for one person to job-share two

different posts within the Council e.g. where a job-sharer wishes to return to full-time employment but the other half of the post is not vacant. Agreement needs to be sought from both line managers so that needs of each service area can be taken into account. The guidance can be found on the intranet www.mcc/personnel/ContractChanges/job_share.htm.

5.2 **Part-time working**

Part-time working is a system whereby the employee is contracted to work fewer than the standard number of contractual hours per year.

5.3 **Flexi-Time (Flexible Working Hours Scheme)**

Employee chooses, within limits, when to begin and end work between a prescribed period of time during the working day. They are required to work during the agreed core hours unless otherwise agreed by their line manager in advance and must work the agreed number of hours during each 4 week period.

Employees can carry over additional time accrued after every four week period. Any additional hours accrued over the normal limit, due to operational requirements/peak workloads, must be agreed in advance by management.

Generally, within the City Council the majority of services operate a flexi-time system whereby 7 hours may be carried over every 4 weeks. Provision of flexi-time will be governed by criteria set out in Para 4.

5.5 **Staggered working hours**

Staggered working hours allow for start and finish times other than the normal business hours. The standard working day remains at seven hours for full-time staff.

5.6 **Compressed hours**

Compressed working hours permit employees to work their total number of contractual hours over fewer working days. Where more than one employee within a team wishes to work compressed hours, a rota may be necessary to ensure fairness as some days (usually Monday and Friday) will be more popular choices for time off.

An employee would have a usual half day or day off, subject to the needs of the service area. The employee should work additional hours each day to make up the time.

5.7 **Voluntary reduced working time**

Voluntary reduced working time is a system whereby it is agreed that the employee will work reduced hours for a certain period of time, with a return to

fulltime hours at the end of this period.

5.8 Occasional working at home

Occasional working at home is a system whereby the employee carries out a proportion of their duties at home rather than on Council premises on an occasional basis. It would normally be used for carrying out specific tasks with specified outcomes which require a high level of concentration and/or minimum interruptions. However, it can also include work that can be done effectively from a remote location. It is an ad hoc arrangement and needs to be agreed beforehand with the line manager. Where it is necessary for the employee to take confidential material home, it must be stored securely. Safeguards to ensure that other people cannot access computer systems will also need to be considered. The impact of the employee's absence from the workplace on other employees in the team must be considered carefully. The employee must be contactable throughout the working day.

5.9 Home Working

Where appropriate managers may consider that an employee can work from home. Factors detailed in respect of occasional working at home (see para 5.8) must also be considered. There are several considerations to review before managers authorise home working.

The nature of working regularly from home means that often employees are unseen and work non-standard hours. Consequently the emphasis must be on task-oriented working, defining outputs and jobs to be done. Clear and effective communication channels are therefore vital, as is the need to keep in touch with employees to avoid isolation. Managers must also satisfy themselves that the employee has the necessary time management skills, the ability to work without close supervision, self-motivation and flexibility.

Before agreeing to home working, managers must undertake risk assessments associated with any tasks that the employee is asked to undertake and consider the requirement of health and safety legislation. Regular supervision must be agreed in advance and failure to meet prescribed agreed targets may result in the home working provision being withdrawn.

Decisions about whether to implement regular home-working/home-working schemes should be progressed on a cost-benefit analysis and be reviewed and approved by the Head of Service.

5.10 Time off for study/Career breaks/Sabbaticals

Career breaks/sabbaticals allow an employee an extended period of time away from paid work. A career break/sabbatical will be agreed if there is clear rationale in terms of benefits for both the employer and employee which supports learning, expertise and skill development that the employee will bring back to the workplace and if adequate cover arrangements can be made.

During the period of the break there will be no pension or National Insurance contribution. The period of break will count as leave of absence and an employee's service prior to the break will be protected. Annual leave will not accrue during the period of absence covered by the career break. Pension implications should be discussed with the Pensions Officer. Where it is agreed that continuity of service will be preserved during the break this will be dependent on the employee returning to Council employment after the break.

An employee on a career break may be required to fulfil certain reasonable conditions intended to enable the employee to keep up to date on work issues. These will be specified in the career break agreement. Examples of such obligations can include:

- attendance at away days, conferences or meetings
- attendance at specified courses.
- An employee on a career break/sabbatical will notify the Council of any changes in address or name as soon as possible.

5.11 Flexible Retirement

Employees from age 55 (with effect from 2010), may wish to consider flexible retirement whereby they can reduce their hours or move to a lower grade.

Each request for flexible retirement will be considered on its individual merits and will only be agreed if it is in the economic and/or operational interests of the service to do so. All requests should be discussed with the employee's line manager before submitting a written request to their Head of Service. All applications will be considered through the flexible retirement approval process detailed within the flexible retirement policy and Corporate approval will be required.

5.12 Annualised/Seasonal Working

Annualised hours and seasonal working may be suited to jobs where there is seasonal demand, peaks and troughs in workload, or where there is a need to respond rapidly to unpredictable demands, and these practices are already well established in discrete areas within the Council.

A formal policy for annualised hours and seasonal working will be developed in negotiation with the trade unions in the next phase of the policy review commencing January 2011.

5.13 Further guidance

Further guidance on flexible working arrangements is available on the Intranet.

Amended & agreed 17/11/2010

Support For Study: Funding for Personal and Professional Development

DECEMBER 2010

CONTENTS

- 1. Introduction**
- 2. Scope of policy**
- 3. Principles**
- 4. Applications**
- 5. Criteria used to assess applications**
- 6. Support available**
- 7. Summary**
- 8. Application Form and Financial Agreement**

1. Introduction

- 1.1 The policy aims to ensure there is a simple, consistent procedure in place for supporting employees pursuing any course of study, training and/or development which has been sponsored either by Manchester City Council or in conjunction with a partner organisation with whom the employee may have been placed. This revision is to support the move to **m people** and the subsequent retraining/qualifications pathway for staff.

2. Scope

- 2.1 The policy will apply to employees of Manchester City Council excluding staff directly employed by schools.
- 2.2 This policy relates to:
- Those courses involving an extended period of study.
 - Those that provide membership to a professional body.
 - Those that involve the use of an external college\university or training organisation.
 - Specific detailed guidelines apply to Social Work Degrees.
 - Additional requirements apply for some qualifications including financial qualifications.

3. Principles

- 3.1 The Council actively supports the development of a skilled and flexible workforce. It recognises that through supported study, training and/or development, employees can enhance their impact on service delivery as well as their own talent. It is recognised that qualifications relevant to business needs assists the Council and supports the employees personal development.
- 3.2 Managers will identify through regular workforce planning the knowledge, skills and appropriate qualifications to develop staff to enable them to deliver services.
- 3.3 Any course of study, training and/or development undertaken must be agreed on the basis of a considered business case to demonstrate that the Council obtains a return on investment from the supported study. In certain circumstances the Council may waive repayment where the termination of employment, on the employee's request, generates savings/efficiencies in excess of amount to be repaid.

4. Applications

- 4.1 Consideration will be given to all employees wishing to develop or change careers in support of the principles of *m people*.
- 4.2 People on the *m people* pathway allocated a career coach can also discuss career aspirations and appropriate qualifications with them. Additional information is available from the *m people* team.
- 4.3 It is in the best interests of the Council to ensure that the development needs of all members of staff are considered when assessing applications for supported study. Where an employee is required to attend a course during their normal working pattern (including any agreed shift pattern), this will be done on a day release basis. This does not apply to any classes which fall outside of the above.

5 Criteria used to assess applications

- 5.1 There will be standard criteria to assess applications in order for managers to assess the suitability of the applicant to be provided with supported study/development. Criteria will take account of the suitability of the course to the employee's job, the commitment and potential development of the applicant and the needs of the business.

6. Support available

- 6.1 Course Fees - the Council will pay course fees for approved applicants. Employees who are approved for supported study must sign an agreement that states that should they fail to complete the course or leave within two years of completion they may have to repay the fees, unless otherwise agreed in advance.
- 6.2 Professional Membership Fees – the Council will pay fees for the duration of the course, only if membership is an essential requirement for examination entry. Thereafter, responsibility for payment may lie with the individual.
- 6.3 Exam Fees - All exams, which have to be taken to complete the course, will be funded. Re-sit fees will be the responsibility of the employee except in exceptional circumstances and where agreed with line manager.
- 6.4 Residential/Field Trips - Will only be paid if they are a mandatory element of the course and if the costs were included in the original application. Time to attend residential/field trips will only be given where these fall within the individual's working week and will need to be agreed in advance as part of the

day release/support to study package.

- 6.5 The Council may contribute towards books/educational resources where appropriate and deemed essential to the course and dependant on the individual circumstances. This will need to be agreed and authorised by the line manager in advance as part of any agreed supported study proposals.
- 6.6 Time equivalent to the length of any examination will be granted to the employee. Study leave will normally be taken in the 2 weeks prior to the examination date unless otherwise agreed by line manager. Employees should discuss and agree study leave with their manager prior to taking leave.
- 6.7 The time that is credited to people studying will vary depending on the nature of the course and is granted at the discretion of the line manager and considering course requirements. It may not always be applicable to approve study leave.
- 6.8 Any support should be agreed with their manager at the start of the programme and considering service delivery implications. Managers should endeavour to support any study/development in terms of requirement for resources, equipment where appropriate such that the employee gets maximum benefit from the course. The subject matter of projects/dissertations should be identified, discussed and agreed with managers to reflect where possible an area of work which supports the Council's business plan and vision whilst in-line with course requirements.

7. Summary

- 7.1 Following the principles identified within this policy, it is essential that for any supported study/development to be successful, that both the manager and employee discuss progress at their regular supervision meetings.

SUPPORT FOR STUDY APPLICATION FORM

Part 1 (to be completed by the applicant)			
Name:		Job Title:	
Tel. No:		Personal Number:	
Grade:		Unit/Division:	
Work address:			
Line Manager's Name:		Line Manager's Job Title:	
		Line Manager's Tel. No:	
Length of Service with MCC:		Length of Service with Directorate:	
Course Title:			
Length of Course:		Year of Study	
College/University (full postal address):		Time Off Required (delete as appropriate):	
		Full Day Half Day None	
		Residential Dates (if known):	
Cost:	Tuition	Subscription	Exams
Year 1	£	£	£
Year 2	£	£	£
Year 3	£	£	£
N.B. Applications will not be considered without full details of costs			

Give details of how this course will contribute to meeting the objectives identified via your performance management process, considering you as an individual, the service and the needs of the Council?

Was this discussed in your appraisal?

Date of Appraisal:

Has the Directorate supported you before for any supported study course(s)? Yes/No

If yes, please give course details:

Course Title:

College/University

Start Date: __/__/__

Finish Date: __/__/__

Details of the Course

Did you complete the course(s)? Yes/No

If no, what were the reasons?

Part 2 (to be completed by the Line Manager)	
Give details of how this supported study will help your team/service meet the objectives set out in your business plan and the Council's overall aim:	
Are there any concerns about attendance issues/employees's commitment to the study programme/concerns about the ability of the employee to successfully complete the study programme that would impact on the employee's suitability to undertake the supported study? Please provide details:	
How does the application contribute to the individual's personal development and potential as an employee?	
Confirmation of Manager's Financial Assistance: I agree to the level of attendance required by the applicant and understand that the cost of the course will be recharged to the following cost centre:	
Cost Centre GL Code	Signature (Line Manager):

Part 3: To be completed by Head of Service/Division	
Head of Service/Division Name	Signature*
Head of Service/Division's Comments	
*Applications will not be considered without the approval of Head of Service/Division	

Once completed applications should be forwarded to the Workforce Development Group. The Workforce Development Group will consider if the application is aligned with the business objectives and the Organisation's overall aims.

Employees Agreement on Financial Assistance for Study Purposes

In consideration of Manchester City Council (hereinafter referred to as “the Council”) providing me with financial assistance, I **HEREBY AGREE** with the Council that:

1. I will produce, on demand, official receipts for the payment of such fees and expenses.
2. I will make every reasonable attempt to pass the said examination/ successfully complete the said course of study or training.
3. I will refund to the Council unless otherwise agreed a refund in accordance with the amount funded if I;
 - a. discontinue the said course of study / training without good reason or
 - b. fail to sit the said examination on the date shown without good reason
4. If I terminate my employment with the Council before, or within a period of two years after sitting the said examination/completing the said course of study or training, then I will refund to the Council the whole of the amount paid as financial assistance on a pro rata basis as detailed below:
 - Departure up to and including 6 months - Repay 100% of the fee
 - Departure up to and including 12 months - Repay 75% of the fee
 - Departure up to and including 18 months - Repay 50% of the fee
 - Departure up to and including 24 months - Repay 25% of the fee

However, no refund will be required if;

- b. I leave to take up an appointment with another local authority or any of the bodies covered by the Redundancy Payments Modification Order 1983 or am transferred to another employer under the TUPE Regulations; or
 - c. having passed the said examination or successfully completed the course of study or training, I leave the Council’s employment in circumstances where the Council is not employing, or has not offered to employ me in a post which requires the qualification I have obtained / training I have received.
4. I authorise the City Council to deduct from my pay (or an alternative method acceptable to the employer) any sums owed to the Employer with regards to reimbursement of study, training and development. In the event of any overpayment I will be required to agree a proposal for repayment over a reasonable period of time with line management. In the event of failure to agree HR/ Payroll will decide and progress the most appropriate way to get the repayment/deductions.

Employees Signature

Date:

Amended & agreed 17/11/2010

Pay Protection Policy

DECEMBER 2010

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1. Introduction
2. Purpose
3. Scope
4. Pay Protection Arrangements
5. Other Considerations

1 INTRODUCTION

- 1.1 The Council has developed the ***m people*** approach to enable the flexible deployment of its staff whilst continuing to develop talent and individual skills of the workforce.
- 1.2 One of the key features of ***m people*** is that employees will experience change, and more specifically service redesign, differently and more positively. Through ***m people*** the Council is seeking to recruit to vacancies internally whilst significantly reducing external resources such as agency staff, temporary staff, consultants and instead wherever possible invest in existing staff to develop skills in order to minimise the use of external resources.
- 1.3 The Council will seek to proactively move people through the use of skills audits, placements and development opportunities to develop skills capacity with future career paths based more on diagonal as well as vertical progression. This ensures that much needed skills are available in-house and reduce the dependency on external recruitment.
- 1.4 This new approach will be underpinned by pay protection arrangements which are detailed in this policy.

2 PURPOSE

- 2.1 Pay protection is intended to facilitate the implementation of change and allow the impact /or changes to individuals terms and conditions of employment to be managed over time to best effect.
- 2.2 The purpose of pay protection is to mitigate the impact of reductions in pay where an employee's contractual pay is diminished as a result of service redesign, an ***m people*** move and/ or job evaluation. It will also apply where employees need to move to new roles through medical incapacity.
- 2.3 Temporary ***m people*** placements will take place on substantive terms.
- 2.4 To ensure a uniformity of application and avoid any unintentional gender bias there is a single basis for pay protection arising from detrimental changes to individual grades or rates of pay involving an 'involuntary move' to a new role as detailed in para 2.2.
- 2.5 Pay protection will apply where a post holder or candidate opts into a voluntary move or career development opportunity through ***m people***, or as part of a reach out process or through service redesign. Further guidance on the ***m people*** protocol can be found on the intranet.
- 2.6 Pay protection will not apply where a post holder or candidate for appointment has voluntarily sought appointment to a post offering a lower rate of pay due to personal circumstances or in situations where an employee has agreed to vary their contract of employment as a result of disciplinary or performance

issues.

3 SCOPE

- 3.1 These arrangements cover all employees employed by Manchester City Council excluding staff directly employed by schools.

4 PAY PROTECTION ARRANGEMENTS

- 4.1 Where pay protection applies i.e., the employee moves to a post which carries a lower overall contractual pay package than their existing rate of pay (as defined by their former contract of employment) this will be frozen at this level until such time as overall contractual pay package of the new post equals or exceeds the “frozen” level of remuneration. In such circumstances the individual's remuneration will be frozen effective from their start date in the new post.
- 4.2 Other than the agreed elements of the contractual pay entitlement, the employee will be conditioned to the substantive terms and conditions of the new post to which they have been appointed. For information on annual leave arrangements please refer to the following link on the intranet www.mcc/personnel/Leave/annual_leave.htm.
- 4.3 Individuals will be entitled to have their existing pay rates protected under such frozen pay arrangements for a maximum period of three years from the date they are appointed to the new post or until such time as the salary grade ceiling for the new post (as determined by national pay awards) exceeds the frozen rate of pay if that is earlier.
- 4.4 An employee receiving protected payment for contractual overtime will be required to work such overtime as is required in the new post up to the amount of contractual overtime from the previous post without additional remuneration. In all other cases requiring contractual or casual overtime working in the new post, this will be payable at the rate and on the terms applicable to the post into which the employee has been appointed.
- 4.5 In certain circumstances the pension benefits of an individual will be included. See LGPS guidelines for more details.
- 4.6 Employees in receipt of pay protection interested in applying for posts for career progression must pursue this through a voluntary opting-in route.

5 OTHER CONSIDERATIONS

- 5.1 Employees on temporary duties or placements will get their substantive pay. Pay protection is only triggered when an employee is appointed to a new post

which is on a lower grade.

- 5.2 Placements will be monitored through the ***m people*** quality assurance process to ensure that they remain valid and do not over-run.
- 5.3 Periodic Equality Impact Assessments will be carried out on the application of this policy and throughout service redesign.

Amended & Agreed 17/11/2010

Excess Travel Expenses Policy

**Issued by the Employee Relations Team
HR/OD
December 2010**

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1. **Introduction**
2. **Scope**
3. **Criteria**
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5. **Subsequent moves**
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EXCESS TRAVEL EXPENSES POLICY

1. Introduction

- 1.1 The Council is seeking to transform its workforce fulfilling both its commitment to job security whilst maintaining a skilled and flexible workforce through the ***m people*** approach.
- 1.2 The Council recognises that in order to have a truly flexible workforce it will need to deploy people in line with organisational need and this will include geographical mobility.
- 1.3 Manchester City Council recognises that a change of work location may cause disruption to the personal, professional and family life of employees affected. The purpose of this policy is to facilitate the transfer of employees to their new workplace and to mitigate the effects of any such transfer.

2. Scope of policy

- 2.1 The policy will apply to employees of Manchester City Council excluding staff directly employed by schools.
- 2.2 The policy will only apply where there is an enforced change to work location either at the request of the Council or where the enforced move arises out of a service reorganisation.
- 2.3 The policy will not apply where employees voluntarily transfer to a new work location e.g. due to personal circumstances/preference.
- 2.4 It will also not apply where a change of work place location arises as a result of application of capability and/or disciplinary action
- 2.5 To ensure this policy remains effective the scheme will be reviewed periodically.

3. Criteria

- 3.1 To be eligible to claim excess travelling expenses an officer must incur additional expenses as a direct result of being transferred to a new work location.
- 3.2 Payment will be based on the additional cost incurred in travelling between home and the original place of work and home and the new place of work.
- 3.3 Employees will be able to claim incurred excess travel expenses for a period of four years.
- 3.4 In order to make a claim for excess travel expenses the employee should complete the excess travel authorisation claim form which needs to be approved and signed by the employee's manager and sent to the Shared Service Centre.

- 3.5 Periodic review of the travel arrangements will be undertaken to keep abreast of changes e.g. new routes.

4. Excess travel expenses

- 4.1 Payment will be made based on 2nd class train and/or bus/tram fares using the most direct routes possible. Payment will be based on the cost of travel passes where this is the most cost effective option and is on a like for like basis.
- 4.2 Where the employee is an authorised car user under the City Council's car allowance scheme, payment will be based on the additional mileage incurred using the most appropriate route which ordinarily will be the shortest route possible. The rate paid per mile will be in accordance with the City Council's car user scheme.
- 4.3 Payment will only be granted where the difference between the cost of travelling both ways between home and work and home and the new place of work exceeds £3.00 per week or, in the case of car users, 5 miles per week for casual car users and 8 miles per week for essential car users.
- 4.4 Any payment under this policy is considered by HMRC to be a benefit and therefore will be subject to income tax and national insurance deductions, but will not be pensionable.
- 4.5 Payment will commence from the date on which the transfer of location takes place and will apply for a four year period.
- 4.6 Payment will be paid monthly and will be calculated based on the number of working days in the calendar year excluding annual leave entitlement.
- 4.7 Payment will be suspended where the employee is absent from work e.g. as a result of sickness, unpaid leave etc, other than annual or monthly ticket travel arrangements.

5. Subsequent moves

- 5.1 Where an employee changes work location again during the four year period, he or she may still be entitled to claim excess travel expenses if the difference in cost between travelling between home and the new place of work remains greater than the cost of travelling between home and the original place of work.
- 5.2 In such circumstances the employee should submit a new excess travel authorisation claim form. If the claim is authorised, the revised excess travel expense will continue to be paid at the revised rate for a four year period.
- 5.3 If the employee's circumstances change for any other reason such that the amount of excess travel expenses they are entitled to claim alters (e.g. a change in hours) or they are no longer eligible to receive excess travel expenses (e.g. transfer back to original workplace or any change in home

address), it is the responsibility of the employee to notify their manager. Failure to do so may result in fraudulent claims and receipt of payments they are not entitled to which could lead to disciplinary action being taken. The line manager on being notified of any change by the employee must inform the Shared Service Centre either by submitting a revised excess travel authorisation form or by requesting that their payments are stopped.

6. Additional Travel Time

- 6.1 Where an employee is obliged to spend over one additional hour traveling each day as a result of an enforced change of work location (i.e. more than half an hour in addition each way per day) they may be entitled to claim additional travel time. Payment for travel beyond the one hour minimum may be paid at the individual employee's normal hourly rate of pay at plain time rates. Payments due will be aggregated for the week and paid in respect of each completed quarter hour. Therefore for example an employee with certified additional travel time of 35 minutes per journey will have total excess travel time for a five day week of 50 minutes but should be paid a total of 60 minutes travel time.
- 6.2 The definition of travel time relates only to actual travelling time and does not include any other inconvenience which may arise because an employee's place of work is changed.
- 6.3 As with excess travel expenses, calculation of the amount of additional travel time incurred is based on the employee using the most direct routes possible.
- 6.4 Additional travel time will only be payable in the circumstances outlined in the scope of this policy (section 2).
- 6.5 Additional travel time is paid at the employee's normal hourly rate of pay at plain time rates. Under no circumstances should overtime or any other enhanced rate of pay be applied to additional travel time.
- 6.6 Payment of additional travel time will commence from the date on which the transfer of location takes place and will apply for a maximum four year period.
- 6.7 Payment will be paid monthly and will be calculated based on the number of working days in the calendar year excluding annual leave entitlement. As in the case of excess travel expenses, payment will not be made where the employee is absent from work (see paragraph 4.7 of this policy).
- 6.8 Any payment under this policy is considered by HMRC to be a benefit and therefore will be subject to income tax and national insurance deductions, but will not be pensionable.
- 6.9 In relation to subsequent moves and any other change in employee circumstances, the principles contained in section 5 of this policy apply.

PROTECTION OF ANNUAL LEAVE ENTITLEMENT

1 Existing arrangements

- 1.1 With effect from April 1 2010, all new entrants and voluntary job changes received a basic annual leave allowance of 25 days with an additional five days leave after completing five years service, resulting in a maximum allowance of 30 days.
- 1.2 In order to support the transition to the new leave arrangements existing staff, including those on JNC (Chief Officers) terms, had their leave entitlement as at 1 April 2010 'protected', except where they accept a new contract of employment of their own volition or agree to a variation in their contract of employment.

2 Extension of Protection of Annual Leave under *m people*

- 2.1 Where an employee's existing annual leave is diminished as a result of an *m people* move arising either out of service redesign, opt-in or reach out protection of existing annual leave will apply.
- 2.2 Protection of annual leave will not apply where a post holder or candidate voluntarily seeks and secures an appointment to a post due to personal circumstances or in situations where an employee has agreed to vary their contract of employment as a result of disciplinary or performance issues.

SECTION 4

OPERATING PRINCIPLES

The agreed approach to this framework agreement is to review existing policies and joining up objectives and targets for the *m people* approach "within a framework of overarching aims and objectives." These policies describe an overarching set of aims and objectives which supports and encourages a greater sense of common purpose and aims to secure a more efficient and effective performance of the system as a whole through the Framework Agreement.

The organisation will continue to work in consultation with Trade Unions and engage in ongoing dialogue to develop these principles further and ensure that the approach in transforming services and developing the workforce of the future continues.

Additionally, where appropriate equality impact assessment of revised policies will be carried out to ensure that any detrimental impact is addressed.

It is also recognised that further policy reviews are essential in order to support effective performance management and ensure that cases are resolved speedily whilst maintaining fairness and consistency. Joint working with the Trade Unions will continue in order to review Discipline, Grievance, Dignity at Work and the Capability policies with a view to achieving revisions to bring back to a further JCC in April 2011.