

---

**Manchester City Council  
Report for Information**

**Report To:** Overview and Scrutiny Human Resources Subgroup – 25  
January 2011

**Subject:** People Strategy (Refresh)

**Report of:** Assistant Chief Executive (People)

---

**Summary**

The People Strategy was developed and launched in 2007 and was instrumental in providing clarity of purpose and objectives for the development of the workforce in line with Services business planning over the last three years. It was always intended that this strategy would be refreshed and given the massive scale of transformation and the introduction of *m people* it is now timely for this review and refresh to occur.

This review and refresh is proposed to be completed by June 2011 and followed by a re launch of the refreshed people strategy timed to enable Heads of Service to take full account in the Business planning cycle 2012/2015.

This year's refinement of the business planning process has provided an enhanced guidance section for Heads of Service to enable them to complete the workforce planning component of the Business Plan. His report gives an overview of the process and the outcomes of the workforce plan elements of the Business Plans this year. It should be noted that these are likely to change as further options to meet the requirements of the CSR are explored.

**Recommendations**

Members are asked to note the contents of the report.

---

**Wards Affected:**

None

---

**Contact Officers:**

Name: Sharon Kemp,  
Position: Assistance Chief Executive (People)  
Telephone: 0161 234 7966  
E-mail: s.kemp@manchester.gov.uk

Name: Fiona Worrall  
Position: Strategic Business Partner  
Telephone: 0161 2343926  
E-mail: Fiona.worrall@manchester.gov.uk

**Background documents (available for public inspection):**

None.

## 1.0 Background

The People Strategy was developed and launched in 2007 and was instrumental in providing clarity of purpose and objectives for the development of the workforce in line with Services business planning over the last three years. It was always intended that this strategy would be refreshed and given the massive scale of transformation and the introduction of *m people* it is now timely for this review and refresh to occur.

This review and refresh is proposed to be completed by June 2011 and followed by a re launch of the refreshed people strategy timed to enable Heads of Service to take full account in the Business planning cycle 2012/2015.

The introduction of *m people* and the key actions that will develop following the planned evaluation of the implementation and its operation in the first few months will be central to the refreshed people strategy. This will include the policies that have been reviewed and agreed at JCC and those that are being reviewed from January with the Unions. The new refreshed people strategy will have *mpeople* as a central focus and will set out how we will achieve the outcomes for people identified in the corporate and directorate workforce development plans linked to the community strategy, our values and the planned transformation of services.

The refresh will also take account of

- Information from Target operating Models on future direction,
- Results from the employee survey which will be carried out in January 2011
- Outcomes from IIP health checks completed in December 2010.
- Review of achievements over the last 12 months e.g. through skills pledge.
- Review of the Corporate workforce development plan and Directorate workforce development plans
- National best practice - particularly re external assessment (i.e. future building on IIP)

## 2.0 Refresh of People Strategy

As services move through transformation, a key focus will be on developing employees to deliver high quality services either from within their existing roles (or a variation of their existing role) - or through new roles/placements. Through the adoption of apprenticeship frameworks we will be able to access Skills Pledge funding to support the development of our staff via our partner providers - The Manchester College and Manchester Solutions.

At the last report over the last 12 months through the skills pledge we have delivered in excess of 286 apprenticeship training programmes with 176 further qualifications at NVQ level 2 and 3. This is likely to have increased at the next review period.

Where we still have some requirements for external recruitment (such as in the social care areas) we are ensuring that our training providers are focusing on these particular skill areas in terms of preparing potential Manchester residents for roles within the City Council, with specific targeting of young people (16-19) for these positions (with a particular targeting of looked after children).

To deliver the significant transformation planned employee engagement will become increasingly important. Corporately the engagement framework connecting strategic management team, shared SMT and heads of service sessions and more regular Wider Leadership Team meetings connected to partnership and directorate activity to share the leadership challenge and a coherent narrative. Learning from the Connect events for all staff will be used to develop these going forward.

Within directorates employee engagement has been more focussed on the transformation programmes for example in Neighbourhood services where 60% of the workforce has attended at least one event to enable them to better understand future delivery models.

The Connect events focused on the refresh of the values. Going forward the values will be embedded through the new competencies framework and refreshed performance management and appraisal scheme. The competencies framework will assess people's performance in terms of how (behaviour) and what (skills).

Supporting Transformation - through the m people process, staff will develop a "passport", complete a competency assessment and be able to access a range of workshops to support them through change and access a career coach for one to one support. All staff as they move into new roles and placements will have a personal development plan focussing on behaviours and skills.

Achieving the corporate equalities targets of a representative workforce whilst reducing the workforce will require new and innovative approaches. The role and function of representative staff groups are being reviewed to ensure that they are fully representative of underrepresented groups and that they are working towards shared priorities.

All Directorates continues to focus on improving performance of the workforce. The management of long term sickness is key critical in this as this accounts for more than 60% of all absence. Significant reductions have been achieved over the last 12 months with an average reduction of 2 days per employee and absence remains on a positive downward trend. Service managers have attended the Sickness Absence Management training and Managers Desktop training has been completed enabling managers to access employee absence records.

Work is currently being undertaken to provide managers with "real time" data through improved on line recording systems. Work is also in hand to provide managers with monthly absence performance data enabling performance measurement against targets set targets. Whilst positive improvements have been made there remains significant scope for further improvement.

Partnership working remains a priority, in particular working with the Public Service Board, to explore developing a shared coaching and mentoring scheme, shared strategic leadership development and joint approach to placement opportunities.

### **3.0 2010/11 BUSINESS PLANNING APPROACH**

This year's refinement of the business planning process has provided an enhanced guidance section for Heads of Service to enable them to complete the workforce planning component of the business plan. Heads of Service were invited to attend a series of collective lunchtime seminars that provided support in completing each section of the delivery plan component of the business plan.

In November detailed feedback was provided to all Services that had submitted their draft delivery plan focussing on the strengths, quality and completeness of all Business Plans and identifying where areas could be further strengthened. Feedback on the workforce planning element was incorporated into the wider co-ordinated feedback which encompassed each section of the delivery plan. At this point in time the business planning process is not yet complete and therefore it is expected that services, where appropriate will be actively working on improving their plans based upon this feedback.

Overall there is evidence of improvement in terms of the baseline information that Heads of Service are now using however there remains a wide variation in the quality of workforce plans submitted. Work is needed to ensure plans use the structure provided and cover all the areas outlined in the guidance. Whilst the ownership of workforce plans must lie with services, for the future it is important that services make full use of the advice and support available from Strategic Business Partners and Assistant Business Partners to develop comprehensive workforce plans.

#### **Key themes emerging from the workforce plans included**

- Transformation as a key overarching theme
- A need to increase the skills base of staff
- A recognition of the need to redesign delivery to enable a smaller workforce for the future
- Focus on organisational design and in particular delayering of management levels.
- Focus on performance management and in particular in reducing absence levels
- The need to develop more mobile/agile working practices
- The need to improve managements skills and competencies
- The importance of delivery of M People

The work to develop the TOM's, which give greater clarity around business requirements for the future, provides more opportunity to better use financial data, understand where we can utilise generic skills across a range of roles and where cross team training can be used to maximum effect.

#### **Key Challenges will include**

- Movement of staff to ensure implementation of Target Operating Models through M-people
- Reduce reliance on agency staff and reduce turnover for key workers
- Improve performance against equality BME targets at more senior level

- More robust absence management
- Leadership and Management development
- Developing Commissioning Skills
- Delivery of evidence-based interventions
- Concentrated and continuous committed to workforce Development