



MANCHESTER
CITY COUNCIL

Manchester City Council Workforce Context

Overview

Members asked for an overview of the current HROD context in relation to:

- ❖ Our Manchester
- ❖ Employee Engagement
- ❖ Leadership & Management

Our Manchester is more proactive, pre-emptive and creative than business-as-usual public service, focussing on a person's or community's strengths and opportunities and truly working together to deliver

Challenge

- Continuing environment of reducing funding and appreciably rising demands.
- How do we move up another gear to get to the Our Manchester vision for 2025?

Answer – we need to adopt a different approach, going beyond the business-as-usual public service that has got us this far and having '**different**' conversations:

- talking to people about what matters to them, their area and their services.
- focussing on what can be achieved, rather than what can't.
- Uncovering how people can be happier, healthier and thrive with the support of the people around them.

• **Our Manchester** •

○ **Our Manchester** will require a radical shift in the way we all work, whatever our role is.

Our **culture and behaviours** will need to change.

We need to shift to **focus on strengths** and not weaknesses, building on what works well and working collaboratively with our residents and partners to deliver for Manchester.

This theme needs to permeate our **internal processes** and the way we **manage and lead our workforce** as well as our external interactions.

An engaged workforce at all levels will act as ambassadors for Our Manchester.

Fundamental to this is strengthening the quality of our **core people management** capacity and developing our **leaders** to lead in a different way, internally and across partnerships, both within neighbourhoods and beyond the City's boundaries.

○ **Our Manchester** ○

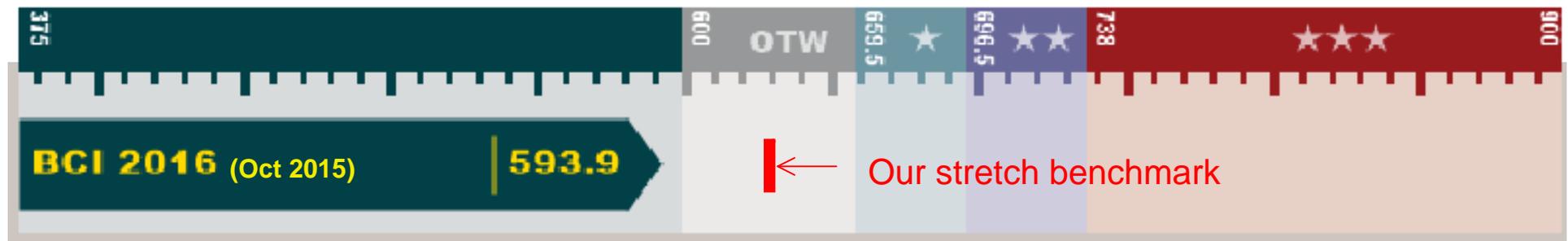
Employee Engagement

The results of the BHeard survey told us some positive things:

- Compared to other 'one to watch' organisations, our staff feel more positive about their pay and benefits and think they getting a 'fair deal'.
- Staff value and work well with their team members.
- Staff want to be heard. – Our response rate was higher than the average.

However, we also heard that some things need improving too. We heard that:

- Relationship with managers are important but sometimes direct line managers are not offering support required to help people do a good job.
- Staff are not clear or excited about where the organisation is going
- Staff feel that there are limited opportunities for personal growth and development
- Staff are not positive about their wellbeing and have concerns about their job security
- Staff feel that our leaders are not visible enough and need to do more 'listening' rather than 'telling'



Employee Engagement

A range of activities underway Council wide and in Directorates to strengthen our approach to internal engagement

- Listening in Action
- Senior management engagement
- You said, we did
- Our Manchester – staff communications and intranet
- New Behaviour Framework

- Reviewing our channels
- New Induction Programme
- Employee volunteering
- Strengthened approach to manager/staff engagement
- ‘Off Line’ staff
- Directorate/Service action plans

Leadership & Management

Leadership

- Our Manchester will require a new type of leadership.
- Building on our strong experience of leadership development we're working on a new framework for Manchester Leaders encompassing:
Behaviours/Expectations: Skills Development: Engagement: Succession Planning & Review and Reflection
- The new framework will be launched at a Summit in late September bringing together current leaders across the Council as well as our aspiring leaders

Management

- Feedback from BHeard highlighted the need to strengthen people management capacity. This will require investment in management development and recognition of the importance of people management as a priority.
 - We are working to develop a clearer articulation of the expectations on Manchester's managers with a focus on engaging and communicating with staff in a new way
 - A broad series of learning opportunities are being introduced for managers spanning across core management competencies and emphasising the importance of a strengths based approach to management.
 - A new comprehensive induction programme and focused training on mental health awareness are two core elements of this
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Developing a new People Strategy

The Organisation's People priorities will be captured in a new People Strategy which is currently in development.

- A strong evidence base already exists:
 - The organisational context
 - Evidence from the BHeard Survey, employee Health and Wellbeing Survey and HR Reviews' Managers Survey
 - Risks and opportunities identified from core organisational data
 - Feedback from staff via the Listening in Action Events and Budget Consultation Workshops
 - Feedback from our leaders through SMT and WLT discussions
 - Analysis of People Strategies elsewhere and best practice in people management
- Developing and delivering a Strategy in partnership with the workforce
 - Using the above intelligence and further discussions to develop a clear strategic view of our People Strategy and vision for the future workforce priorities by October
 - Working in partnership to identify, agree and deliver the actions necessary to realise this vision.
 - A clear focus on: Employee Engagement, Leadership & Management and Skills for the Future as well as building on the work on lean systems

HROD Reviews

- Implementing the findings from the HROD reviews will help ensure HR processes and capacity are best placed to support the future organisation and deliver on the developing People Strategy, ultimately providing the right skills, capacity and behaviours to drive Our Manchester
- Through the leadership of the Deputy Chief Executive (People, Policy & Reform) and new Head of HROD this work is well underway focused around the initial workstreams of:
 - Resourcing and recruitment
 - HR Processes, scope and access points
 - HROD Organisational Model