

**Manchester City Council  
Report for Information**

**Report to:** Human Resources Subgroup – 24 November 2016

**Subject:** Talent Management

**Report of:** Interim Director of HROD

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**Summary**

This paper sets out the Council's current approach and future thinking in terms of the management of workforce talent and how this will support the emerging 'Our People' Strategy.

**Recommendations**

The Resources and Governance Scrutiny Committee – Human Resources Subgroup is asked to note the content of this report and request an update on progress in 12 months time.

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**Wards Affected:** All

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<b>Manchester Strategy outcomes</b>	<b>Summary of the contribution to the strategy</b>
A thriving and sustainable City: supporting a diverse and distinctive economy that creates jobs and opportunities	A strategic approach to talent management will provide for sustainable job and career opportunities for Manchester residents
A highly skilled City: world class and home grown talent sustaining the City's economic success	Through growing local talent aligned to key city priorities we will increase the skills base for the city.
A progressive and equitable City: making a positive contribution by unlocking the potential of our communities	We propose to continue our strategy for the recruitment and development of residents, and specific targeting of under represented groups.
A liveable and low carbon City: a destination of choice to live, visit, work	The provision of quality jobs and career prospects will make the city an attractive place to live and work
A connected City: world class infrastructure and connectivity to drive growth	N/A

**Full details are in the body of the report, along with any implications for**

Equal Opportunities Policy  
Risk Management  
Legal Considerations

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## **1.0 Background**

- 1.1 The term 'talent management' is not a new concept within Manchester City Council, the initiatives outlined throughout this paper are evidence of successful efforts to attract, identify, develop and retain staff. However, this activity is not currently framed in a consistent way that aligns, albeit different, but wholly interdependent workforce strategies. In order to future proof Manchester City Council's workforce, a clear talent pipeline will be critical to fill essential roles and position leaders for the future; both of which are fundamental to the success of Our Manchester.
- 1.2 Manchester City Council has been successful so far in aiming to avoid compulsory redundancies through initiatives such as m People, Voluntary Early Retirement and Voluntary Early Severance. Whilst these efforts have helped achieve saving reductions, they have inadvertently led to a significant loss of knowledge and expertise (through both experienced staff leaving the organisation, and through limited numbers of external recruitments). The CIPD notes that successful Talent Management Strategies are closely aligned to business strategies and organisational priorities. With the advent of Our Manchester, a developing new People Strategy, and our revised strengths based approach to development; we now have a unique opportunity to develop our approach and inspire, connect and empower Our People through a refreshed Talent Management framework.

## **2.0 Approaches to defining and identifying talent**

- 2.1 Best practice research shows that successful Talent Management approaches are consistent in organisations that have a clear definition, buy in and understanding amongst all levels. When looking to define 'Talent' within our organisation, there is currently no singular or clear definition. This is consistent with many public and private sector organisations, but as Manchester City Council seeks to redefine its relationship with residents through Our Manchester it is essential that we are can include all staff through greater attention to development and engagement. Determining who has talent and who does not could become a contentious issue, however there is no 'one size fits all' answer and an inclusive definition would ensure that we can continue to commit to developing everyone.
- 2.2 A Talent Management Framework would seek to outline the process through which staff can access new opportunities, or grow and develop within their existing role. Some organisations use some method for selection and assessment for this. Whilst we do not currently have such a system in place, there is an opportunity to revisit our approach and create a transparent process. Grids are also often used to determine staff potential and performance. This practice encourages a more honest and regular conversation about development, and can also help quantify and clarify what staff need to feel more confident and equipped. Engaging the workforce in this way will support enhanced productivity.

- 2.3 Once staff have been identified as 'potential', where they progress to next is key to a Talent Management Framework. High potential top performers who are ready for a new challenge will have different development needs to staff that have potential to grow and are currently performing well. Likewise, staff who are underperforming and have limited desire to develop will have different needs to those who are excellent performers and are happy in their position. Therefore the creation of more formal talent pools/bands with a suite of development could be an option for the future.
- 2.4 The Growth and Neighbourhoods Directorate have already established their own Development Board where projects are identified for those wishing to develop and progress, the outputs from this will be tracked and built into any framework design.

### **3.0 Current Organisational Context for Talent Management**

#### **3.1 M-people**

Since its inception in 2011 m people has been the mechanism by which the organisation has managed its talent (finalist in Personnel Today Awards 2015 in category of Talent Management).

Whilst the need to deliver organisational change and workforce savings at scale since m people commenced has somewhat limited the original ambition, there have been considerable achievements in the area of career development. M people has enabled a more flexible approach to resourcing and supported many individuals in their personal career aspirations. In particular the organisation's career pathways framework has provided a valuable tool to support individual career management and planning.

However, more latterly, as the organisation has contracted, the gaps have become too wide between the skills of those in roles being deleted and the skills needed in other parts of the organisation for these to be met through m people movement (including as a result of people leaving under VER/VS). This is evidenced by the number of VER/VS applications that had to be rejected in 2015 on the grounds that their skills could not be replaced – 649 of 1,033 applications received were rejected.

#### **3.2 Our Manchester People Strategy**

The success of the 10 year 'Our Manchester Strategy' is linked fundamentally to the talent and commitment of the council's workforce. Our ambitions as a city can only be achieved if our employees demonstrate the sort of behaviours that support that vision. It begins with striving to recognise that there are strengths in everyone, that they can be built on and used to work in new and different ways. We need a workforce that is inspired, connected and empowered to meet the future vision.

The emerging Manchester City Council 'Our People' strategy will create new opportunities, engage and listen to the ideas people have and create a

workplace where our employees can succeed. It will embed the 'Our Manchester' behaviours that have been identified through extensive consultation across the city. The new Our People Strategy will be considered for approval by the Personnel Committee at its December 2016 meeting. The elements of the agreed strategy will then underpin the basis of our approach to talent management going forwards.

### **3.3 Apprenticeship Levy**

In order to help meet its target of 3 million apprenticeships by 2020, the government plans to introduce (from April 2017) an apprenticeship levy of 0.5% of the wage bill on all large (public and private sector) employers with a wage bill of over £3 million. The levy will be collected monthly by HMRC and can **only** be spent on apprenticeship training. In the case of the City Council this will amount to an annual levy payment of around £1.4M (including the levy for Community Schools). In addition, the government has proposed that all Public Sector employers with over 250 staff should recruit 2.3% of their staff to apprenticeships every year by 2020. For Manchester City Council this would equate, based on current staffing levels to approximately 160 apprenticeships each year from that date.

Manchester City Council has ambitious targets to improve the skills and employment of young people in Manchester through apprenticeships and is already recognised as a leading local authority in this area. Over the past five years we have delivered 328 apprenticeships. 45 apprentices were recruited in 2015 and 36 in 2016. We currently have 61 apprentices undertaking training (this will reduce further as more individuals complete over the next few months). It is important to note that the MCC model is one of permanent employment into a job role from day one – with an apprenticeship training framework attached to the role for the individual to undertake. This model is not followed in most other organisations where the predominant approach is to provide apprenticeship training to non-permanent staff and then to end their opportunity and move on to train another group of individuals. Clearly this approach does not support sustainable employment.

### **3.4 Health integration**

Plans for Health and Social Care integration are well under way and there is a commitment for the changes to happen in an 'Our Manchester' way. For example building on the strengths of Adult Social Care (ASC) and the NHS, engaging with employees, residents and partners to think creatively, have an open mind and challenge the ways we currently work to find better solutions. Joint working between MCC and CCGs is taking place to address HR & OD implications and to make the move into 'One Team' for example:

- Culture change and engagement programme
- Ensuring managers and leaders are fully supported to deliver change
- Integration of teams ie one induction
- Support for change for employees

- Developing a new L&D programme
- Completing a Training Needs Analysis
- Broadening employees knowledge
- Developing behaviours and values

As part of these developments there will be a key opportunity to support talent management of the health and social care workforces through greater integration of opportunities for development including the potential for cross organisational work placements, secondments and general experience gained through joint working.

### **3.5 Current Strategic Workforce Planning Data**

Over recent years the data and intelligence at the Council's disposal to drive strategic workforce planning has improved significantly. These improvements began in 2011 following from the first enhanced VER/VS scheme and in response to a clear need to provide strategic decision makers with a more informed view of supply and demand risks and issues across the organisation.

Fundamental to this work has been the development of 14 Job Families with all roles across the organisation at Grades 1 to 12 aligned within these groupings. These job families have provided a useful tool for supporting a number of initiatives including the development of career pathways to support career planning and progression. However, firstly they have provided a tool to help service areas and the Council as a whole to understand risks, issues and opportunities in relation to succession, recession, and retention planning.

The Succession and Retention Dashboard, produced by HROD and shared with Directorate management teams, provides a bi-annual analysis of this area. The dashboard analyses retention rates, internal movement, external recruitment, the organisation's age profile and the shift in job families across the Council to identify risks, issues and opportunities in terms of both specific professional groupings (job families) and service areas. This data is presented alongside information on current and future planned interventions to enable senior managers to identify where there are gaps in current activity cognisant of potential future changes in Services.

Work is currently underway to improve this intelligence and its use in a number of key ways:

- Data on skills and qualifications across the workforce is currently highly limited. Work to deliver an organisation wide skills audit will be of significant benefit in supporting strategic workforce planning and enabling a more intelligence led gap analysis of current skills. Although this work was planned for delivery in Summer 2106, this work is currently restrained by the need for an ICT solution to capture the audit (it is hoped this work will be scheduled within ICT priorities over the next few months).

- Data to support the maximisation of apprenticeships in the workforce (as above)
- Work to strengthen and streamline processes for resourcing which join-up currently disparate activity provides an opportunity to increase the analysis which can be undertaken in this area to support both operational and strategic resourcing. This includes opportunities through the new GM collaboration recruitment platform 'Greater.jobs'.
- The development of improved governance arrangements for this area corporately and in Directorates through the current HROD review outcomes, will present improved opportunities to ensure that this data is seen by key decision makers and that response plans are agreed and delivered.

#### **4.0 Achievements so far/Planned Development**

#### **4.1 Leadership and Management Development:**

##### **4.1.1 Progress to Date**

Since 2013 our suite of Leadership and Management development programmes have include assessment and diagnostic tools, blended activities including courses, intranet / internet activities, e-learning, briefings, one to ones, mentoring and coaching as appropriate to address the individuals development needs. Over this period a significant number of managers have undertaken development on the following programmes:-

215 Managers ILM Level 3  
210 Managers ILM Level 5  
122 Collaborative Leadership Programme

Children's services have nominated 8 managers to partake in the First line Leadership programme, and will nominate other managers to a new regional collaboration being explored for 'Aspirant Leaders'. This will ensure we have the best team managers in the future to lead frontline practice.

##### **Leadership Summit:**

On 26<sup>th</sup> September a Leadership Summit was held at the Etihad Stadium which was designed to provide an opportunity for 300 managers to come together to discuss, interact and develop their thinking on a number of the key initiatives for the authority. With input from Sir Howard Bernstein and Sir Richard Leese managers were able to consider the impact of Our Manchester on themselves, their teams and their service. The draft People Strategy and Leadership and Management framework were also shared and discussed and feedback gathered.

The ICT Service hosted a number of workshops to demonstrate the opportunities for better connected and joined up working that Google Apps at work offers.

#### 4.1.2 Planned Developments

##### **Leadership and Management Framework:**

The revised Leadership and Management development framework was launched at the Leadership Summit in September 2016. The key themes are detailed below:-

- **Induction** - A management induction programme which will include a tour of parts of the city with an intranet based tool kit to support manager orientation.
- **Leadership and Management Development** - New programmes linking the Our Manchester Strategy and the emerging GM priorities
- **A Range of Learning and Development Activities** - Refreshed and updated for 2016
- **Self Reflection** - Time to discuss goals and aspirations and set meaningful learning objectives to develop the skills required.
- **Leadership and Management Engagement** - Developing forums for the exchange of information, knowledge and ideas with managers and leaders.
- **Connecting with the Region** - Leaders and Managers to have access to regional and national programmes
- **Developing Future Leaders** - Build on our Graduate and Apprenticeship offer to develop career pathways to better manage our talent
- **Feedback and Self Assessment** - Using b-Heard, local surveys and evaluation to measure return on investment

##### **GM Leadership Programme:**

The Greater Manchester Leadership Programme promotes leadership across GM organisation and system boundaries and has been commissioned to develop the senior leaders across GM. Linked to this we have developed a series of learning opportunities for our managers and leaders (grade 10 and above) to reflect the GM priorities whilst also supporting the delivery of Our Manchester strategy. The first cohort commenced in November 2016.

##### **SMT Development:**

SMT are currently reviewing their own development needs to determine an approach for their development for the coming months.

##### **Fast Track Leadership Programme:**

Although an internal Fast Track Leadership Programme has been developed, this is currently on hold as we need to re-appraise where such a programme should now fit with the emerging new offers such as the GM Leadership Programme.

## **4.2 Apprentices and Graduates:**

### **4.2.1 Progress to date**

In the last year we have recruited 36 apprentices bringing the total number of apprentices recruited since 2011 to 326. The latest intake included 3 Degree Apprentices in ICT, the first time apprentices have been recruited at this level.

Manchester City Council continues to provide a very successful graduate development programme with 33 Graduates employed since 2012. In the last two years there has been a shift from generic management development programmes to more specific technical/professional programmes aimed at addressing succession planning in areas such as HROD, Financial Management, Environmental Health and Highways.

### **4.2.2 Planned Developments**

#### **Maximising the benefits of Apprenticeships and the Levy:**

As an employer Manchester City Council now has an opportunity to change the way we deliver apprenticeship training and redefine roles within the local authority to maximise funding from the levy. Many of the roles within Manchester City Council can be reviewed and redefined as apprenticeships with a clear career pathway supported by the new apprenticeship standards. The wider range and levels of Apprenticeships Standards means we can now use apprenticeships as a primary development offer across many more roles – beyond our current commitment that all entry level roles will be recruited through apprenticeships. This will be equally applicable to existing employees and new recruits.

For example, Skills for Care have developed 4 apprenticeship levels from care assistant (level 2) to Leadership (level 5). Accessing the apprenticeship levy funding would enable Manchester City Council to acquire funding to help meet the costs of a higher level development programme which supports the increasingly complex role of front line staff in adult social care.

Manchester Metropolitan University has also developed degree apprenticeships for example in leadership and management, ICT, and digital which can help support our strategies for talent management in leadership and key specialisms. Degree apprenticeships are of particular interest and in partnership with Manchester Metropolitan University we have recently recruited 3 degree level apprentices into our ICT service, creating career graded posts out of previously hard to fill roles in order to 'grow our own'. The degree apprenticeship recruits at Level 3 (equivalent to A level standard) and offers an opportunity to study for a degree while in paid employment and without incurring the cost of tuition fees. For people who would never normally consider pursuing higher education, particularly where there are concerns about incurring large amounts of student debt, this presents a real opportunity. It is seen by the government as an integral part of its social mobility agenda.

Discussions are also underway to identify how joint working between Greater Manchester's public sector employers to maximise the impact of the levy in the region. The total sum available to support apprenticeship training and assessment within GM public sector is estimated at £22 million. It is crucial that investment on this scale is harnessed to deliver optimum benefits for residents of Greater Manchester in terms of employment opportunities, skill development and service delivery.

To support directorates, a set of workforce data has been developed which provides indicators of turnover and predicted role/skills demand across job families. Strategic Business Partners and HROD Directorate leads will work with senior managers as part of the 2017 (and beyond) workforce development planning cycle to take these considerations forwards, and to embed these considerations into our approach to strategic workforce planning. This data will help us to focus on hard to fill roles and projected skill gaps.

### **GM Graduate First Programme:**

AGMA in association with Manchester Universities are planning to deliver a curriculum to social work students to match the knowledge and skills required at different parts of the adults and children's journey. The GM Graduate First Programme will support 30 trainees to gain a SW qualification (3 employees for ASC were on this programme in 2015). Also in its early stages is the design of a single GM function for recruitment, retention and CPD of social workers. A regional practice learning and development centre is being developed at MMU.

### **Undergraduate and Graduate Internships:**

Internships could have a place within our talent management framework, as the way in which we attract new talent is essential if we are to develop a skilled and confident workforce fit for the future.

Internships are not a new concept for our organisation. Our 2006 Scholarship for Excellence offered a scheme through which we encouraged students to gain experience with us through a summer university internship, which resulted with a grant for their third year of university. Three individuals accessed this scheme; however none of them stayed with the organisation into employment post university. Whilst this scheme was a fresh approach to attracting the city's young talent, it does highlight that internship schemes do not automatically guarantee a successful talent pipeline.

We have occasionally provided university students with placements but this is currently on a case by case basis.

There are many types of internships, with one of the most significant differential being whether they are targeted at undergraduate or graduate students. The University of Manchester and Manchester Metropolitan University operate successful internship schemes in which their career services help students identify opportunities after graduation. The way in

which we take advantage of successful local schemes like this should be given consideration. Furthermore, if services identify the need for specialist targeted recruitment in order to reduce a talent gap, then stronger links with academic schools would be a significant advantage. For technical and hard to fill roles in services such as ICT and Engineering, the wider industry context must be taken into account within the talent management framework to ensure that all factors for lack of retention are being accounted for, such as industry pay and benefits.

A review of other AGMA local authorities has shown that none of them currently have an internship programme in place at this time.

We will review the potential for internships to support our talent management strategies alongside the developing thinking linked to the apprenticeship levy - to ensure any schemes are complementary to our overall aims.

### **4.3 Other Example Initiatives to Support Hard to fill Recruitment and Talent Development**

#### **4.3.1 Social Work recruitment:**

In Childrens Services from March 2016 onwards additional investment was made available to recruit 86 social workers, 14 team managers and 7 service managers. This will enable a reduction in caseloads and improved quality of practice.

A new recruitment campaign called 'Becoming the Best' was launched in March 2016 which has resulted in 63 appointments between March and September. This was originally to recruit against existing vacancies but the service is now actively engaged in recruiting higher numbers of social workers against additional capacity. Children's Services is working in with an external recruitment partner with the aim of having a more targeted and successful approach in recruiting Service and Team Managers - posts Manchester has previously had difficulty recruiting to.

#### **.4.3.2 Supported Internships:**

As part of the roll out of the scheme from Central Manchester Foundation Trust, we continue to work collaboratively with Pure Innovations on a Supported Internship Scheme offering placements for Manchester young people with learning difficulties/disabilities. We actively work with a range of businesses to provide employment opportunities for those who have successfully completed their internship. The scheme won a prestigious Skills for Business Award in 2015. Cohorts of 10 young people per year are supported.

#### **2014/15**

6 gained employment in the private sector

1 gained employment with MCC

1 returned to Further Education

2 left the programme for personal reasons

**2015/16**

4 gained employment in the private sector  
2 are on a working interview in the private sector  
1 is on a working interview with MCC  
2 have returned to further education)  
1 left the programme for personal reasons

**2016/17**

10 young people have been recruited to the programme and began placements in October 2016

**5.0 Summary**

Although we have had successes in our approach to apprenticeships and graduate recruitment, and, a number of individual initiatives that support talent management, and attraction and retention of individuals to hard to fill roles, we have not, to date, presented this as a holistic talent management framework.

As the 'Our People' Strategy is agreed this will be underpinned by a plan for detailed HROD activity (city wide, organisationally and service level). This will provide for a clear linkage of the range of talent management activities to the aims of the Our People Strategy. The changes which need to be delivered will best be embedded and sustained if they form part of what is happening across the organisation and City and are not 'stand-alone' or 'add-ons'. It is important that these areas are set alongside the more structural activity which will be needed to create the framework and capacity needed to deliver the wider strategy for Our People which will include:

- The development of a new OD function emerging from the HR review.
- The creation of a clear governance structure for this work which is corporately owned
- A review of training budgets and current spend across the Council
- Work to connect the workforce requirements of Our Manchester across partners
- The resource requirements for organisational development linked to Our Manchester.
- Creation of a longer term delivery plan for the People Strategy at 1, 3, 5 and 10 years
- The development of a clear brand for 'Our People'
- Work to align capacity and focus to support workforce and organisational development as part of the reform programmes.

The framework will be fully developed over the early months of 2017 and will ensure we have an approach to skills development that will meet our strategic workforce planning needs through a coherent system of data analysis, horizon scanning, needs identification and strategy development and implementation. The framework will consider the range of requirements from entry to

leadership and will fully embrace our approach to maximisation of apprenticeships as our core development offer.

Members may wish to request an update on the progress of this work in 12 months time.