

## **Resources and Governance Scrutiny Committee – Human Resources Subgroup**

### **Minutes of the meeting held on 5 October 2017**

#### **Present:**

Councillor Ollerhead – In the Chair  
Councillors Ahmed Ali, Andrews and Watson

Councillor Flanagan, Executive Member for Finance and Human Resources

#### **FS/HS/17/01            Minutes**

#### **Decision**

To approve the minutes of the meeting held on 24 November 2016 as the correct record

#### **RGSC/HRSG/17/07            HR Improvements**

The Sub Group considered a report of the Director of HR/OD, presented by the Head of Organisation Development, which provided an update on the programme of HR and OD improvements which had begun in 2016.

Officers referred to the main points and themes within the report, which included:-

- improvements made to the mi-people self service facilities;
- exploration with ICT for further investment in the SAP HR functionality;
- investment in corporate leadership and management development;
- the outcome of the annual Leadership Summit, including the launch of the Our Manchester Behaviours framework;
- progress made against the outcomes of the 2016 BHeard survey;
- development of a quarterly 'Workforce Assurance' report;
- development of an apprenticeship strategy; and
- work planned over the next six months to further progress the priority areas

Some of the key issues that arose for the Sub Groups discussion were:-

- had there been any qualitative and quantitative measuring of how successful the mipeople facility was working;
- were any difficulties associated with using the mipeoples facility being addressed;
- concern was raised that not all Managers were undertaking Return to Work interviews for staff who had been off sick;
- did the Our Manchester Behaviour framework link in to the ethnographic approach, particularly in relation to leadership;
- how were Managers going to promote the 2017 BHeard survey amongst their teams;

- did Managers have easy access to appropriate HR information in relation to what was required of them in terms of managing staff; and
- concern was raised that a number of apprenticeships were being given to residents outside of Manchester.

The Head of Organisation Development advised that there had been enhancements made to mi-people following qualitative analysis of the service and feedback received from managers. There was some concern around potential underutilisation of systems however, HR staff were looking to address this along with any difficulties reported in using the service within associated sections. The Executive Member for HR and Finance informed the Sub Group that the Return to Work process had been simplified and emphasised that this was not just a management tool, but also a process to support staff on the return from illness. The issue that required addressing was ensuring that all managers undertook them correctly and that if managers were failing to undertake these, then formal action needed to be taken.

The Head of Organisation Development explained that the Our Manchester Behaviour framework absolutely aligned with the ethnographic approach underpinning Our Manchester. Following on from the Leadership Summit work was ongoing with managers and leaders to determine what these behaviours looked like for leaders and managers in particular as a key next step. In terms of the 2017 BHeard survey, both the Chief Executive and Leader of the Council had stressed the importance of the survey at the recent Leadership Summit. Managers had been empowered to allow their teams time during working hours to complete the survey. It was reported however, that a requirement from Best Companies, the organisation who administered the survey, was that staff must complete the survey under their own free will and should not be forced into completing it. Officers reported that over 1000 employees had completed the 2017 survey in its first week of being launched. It was reported that in terms of apprenticeships, all positions offered by the Council directly had been filled by Manchester residents and in some cases a number of looked after children had been appointed. The Executive Member for HR and Finance advised that Organisations working on Council contracts were urged to adopt the same approach in relation to appointing Manchester residents to apprenticeship positions but this had not been applied in some instances.

## **Decision**

The Sub Group:-

- (1) notes the report;
- (2) agrees to receive an update on the mipeople utilisation as part of the programme report on managing attendance
- (3) agrees to refer to the Ethical Procurement Sub Group the issue of apprenticeship positions being filled by Manchester residents
- (4) agrees to undertake a virtual tour of the Intranet to view what information is available to support Managers; and
- (5) requests that under the Workforce Equality item scheduled for meeting Number 3, Officers include information on gender pay equality/pay gap

**RGSC/HRSG/17/08          Review of HR Metrics – Workforce Intelligence update**

The Sub Group considered a report of the Director of HR/OD, presented by the Head of Organisation Development, which outlined the approach to workforce analytics and reporting and provided a headline overview of key workforce intelligence metrics.

Officers referred to the main points and themes within the report, which included:-

- levels of sickness absence
- agency staff spend;
- the introduction of the Apprenticeship levy; and
- the number of staff in positions outside of the funded structure

Officers also presented an electronic dashboard which provided a comprehensive review of key workforce metrics at a Corporate and Directorate level, which was intended to ensure trends were identified and risks and issues addressed, as well as highlight positive patterns and the impact of mitigating actions on those areas identified for action previously.

Some of the key issues that arose for the Sub Groups discussion were:-

- clarification was sought as to the purpose of an integrated assurance report provided to the Council's SMT;
- how were the levels of BME workers and the age range of all staff being monitored; and
- was the number of agency staff increasing or decreasing across each Directorate.

The Head of Organisation Development advised that the purpose of the integrated assurance report was to provide regular assurance to SMT that there were no major areas of concern or hidden issues amongst each Directorate and provoke action where such issues were identified. The report also contained financial and risk audit information. It was reported that the electronic dashboards contained information at a Corporate and Directorate level around the number of BME workers within the Council and also provided an age profile of the workforce. These dashboards were produced on a quarterly basis, in line with the financial year.

The Sub Group was advised that focussed work to drive reductions in the level of agency spend was progressing with plans in place to end 82 placements by December 2017. Comparative agency spend between 2016/17 and 2017/18 had reduced as of the end of the first financial quarter and whilst there had been reductions in most Directorates, there had been an increase in the level of Agency spend in Adults. As such there was a focus on driving reductions in Adults Business Delivery which was the biggest area of spend.

**Decision:**

The Sub Group:-

- (1) notes the report;
- (2) requests that Officers share the most recent dashboards with Members in advance of each meeting; and
- (3) request that Officers provide an update on the position of agency staff at a future meeting

**RGSC/HRSG/17/09            Staff Engagement**

The Sub Group considered a report of the Director of HR/OD, presented by the Head of HR Operations, which provided an update on the work to support employee communications and engagement.

Officers referred to the main points and themes within the report, which included:-

- the continuation of Listening in Action sessions;
- the launch of the Our Manchester Experience;
- the roll out of a new approach to staff appraisals entitled About You;
- providing a universal ICT access solution for staff to ensure equality of access to key corporate messages and organisational information; and
- the launch of the 2017 BHeard survey.

Some of the key issues that arose for the Sub Groups discussion were:-

- how many members of staff did not currently have access to ICT facilities and what measures were being taken to address this; and
- when would staff be informed of the results of the 2017 BHeard survey.

The Sub Group was advised that at present 1300 staff did not have access to ICT facilities. HROD had consulted with Trade Unions and led a detailed analysis to understand the ICT access options and practical requirements to provide access for every role. ICT were currently working through technical solutions for staff identified and developing a plan to support timely implementation over the coming months. The Sub Group was advised where staff could not access ICT as part of their normal working day, they would be paid additional time to allow them access. In relation to the results from the 2017 BHeard survey, it was reported that the Council should receive the headline results around late November/early December which would be shared with all staff before Christmas.

**Decision:**

The Sub Group notes the report.

## **RGSC/HRSG/17/10      Our Manchester Experience**

The Sub Group considered a presentation of the Director of HR/OD, presented by the Head of Organisation Development, which provided Members with an understanding of the son to be launched, Our Manchester Experience.

Officers referred to the main points and themes within the presentation, which included:-

- the conception, rationale and design background to the Experience;
- the interactive nature of the Experience;
- the linkages of the Experience back to employees roles;
- an overview of how staff would undertake the Experience and the role of the Experience guides;
- how the Experience linked into the Our Manchester Behaviour Framework; and
- the proposed roll out for staff to attend the Experience.

Some of the key issues that arose for the Sub Groups discussion were:-

- was it mandatory for all staff to attend the Experience;
- was the Experience open for Elected Members to attend;
- how had the Our Manchester Experience Guides been selected and did they include a political guide; and
- concern was raised that the initiative was not to be used to try and make staff do more for less..

The Head of Organisation Development advised that there was an expectation that all employees would attend the Experience. Members would also have the opportunity to attend. 27 Experience Guides had been recruited internally from a diverse range of services and had undertaken training which had been supplemented by weekly session to up-skill the guides. The Executive Member for Finance and HR noted the importance of Members leading by example in taking part in the experience and working in line with the Our Manchester behaviours. The Sub Group was reassured that the Experience was not designed to invoke a more for less approach from its staff, rather, one of its aims was to identify how through adopting the Our Manchester Behaviours staff could achieve more. In essence, the Experience illustrated how the Council needed to operate going forward in order to continue to meet the financial challenges it faced.

### **Decision:**

The Sub Group:-

- (1) endorses the Our Manchester Experience proposals; and
- (2) requests that Officers make arrangements for members of the Resources and Governance Scrutiny Committee to attend the Experience

**RGSC/HRSG/17/11            Work Programme**

The Subgroup considered the Work Programme for its next three meetings.

Some of the key issues that arose for the Sub Groups discussion were:-

- A request was made that the Sub Group consider an item on ICT out of hours provision and the potential impact on employees terms and conditions at its next meeting
- A request was made that the Sub Group consider the issue of gender pay equality/pay gap at its third meeting under the item of Workforce Equality

**Decision:**

The Sub Group agrees the work plan subject to the inclusion of the above items

**RGSC/HRSG/17/12            Date of next meeting**

**Decision**

The Sub Group agrees that the date of the next meeting will be Tuesday 28 November 2017 at 2:00pm.