

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee - 11 January 2017
Subject: Our People
Report of: Deputy Chief Executive (People, Policy & Reform)

Summary

The City's public service workforce will be a critical driving force behind Our Manchester. In order to empower and equip this workforce to realise the Our Manchester ambition over the next ten years a significant programme of work is needed. Through this, cultures, operating practices and skills will all change to be part of Our Manchester.

This report presents a new People Strategy for the organisation: Our People. This strategy sets a clear ambition for how the organisation will develop and the change the workforce will experience over the coming years which will be an essential prerequisite to making Our Manchester happen. Whilst this Strategy begins with the Council, through the continuation of public service reform, its approach will increasingly relate to the wider public service.

The Strategy has been developed based on significant consultation with staff across the organisation, including feedback from the 2015 BHeard Survey as well as discussions with partner organisations. The Strategy will be supported by a detailed delivery plan which will continuously evolve, informed by available intelligence and staff feedback.

Recommendation:

Personnel Committee is recommended to approve the new People Strategy for the organisation: Our People.

Wards Affected: All

Manchester Strategy outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Empowering a workforce for the future will require the development and growth of new skills which will underpin and support the growth of the City. The Strategy will support this work.

A highly skilled city: world class and home grown talent sustaining the city's economic success	The Strategy will support the development and growth of skills in the organisation. Circa. 50% of the Council's workforce are Manchester residents and there remains a commitment to employing and developing Manchester people.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The Strategy is clear about developing a workplace where individuality is celebrated and recognised and where people have the opportunity to realise their ambitions and aspirations.
A liveable and low carbon city: a destination of choice to live, visit, work	Creating staff who are ambassadors for the City and passionate about where we are going will support this outcome.
A connected city: world class infrastructure and connectivity to drive growth	The Strategy supports the development of a workforce which is truly connected: both connected to each other and our partners and to our residents and communities.

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

Budgets of circa. £1M are in place across the organisation for workforce and organisational development and will be utilised to support the new strategy.

Financial Consequences – Capital

None

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Personnel Committee, 14 March 2012: *People Strategy Refresh*

1.0 Introduction & Background

1.1 Our Manchester

1.1.1 The Our Manchester Strategy sets out a shared ambition for city for the next 10 years. In order to achieve the Strategy's high-level goals a radically different way of working is needed across the city. This radical change is the Our Manchester approach.

1.1.2 The Our Manchester approach puts people at the centre, recognising that people are more important than processes, procedures or organisational boundaries. This will require a fundamental change across and within organisations.

1.1.3 Discussions with a range of partners across the City have helped to identify four central principles of what it means to work in an Our Manchester way. These four Our Manchester basics are:

- **Better lives** – it's about people
- **Listening** – we listen, learn and respond
- **Recognising strengths of individuals and communities** – we start from strengths
- **Working together** – we build relationships and create conversations.

1.1.4 The City's public service workforce will be a critical driving force behind Our Manchester. In order to empower and equip this workforce to realise the Our Manchester ambition over the next ten years a significant programme of work is needed. Through this, cultures, operating practices and skills will all change to be part of Our Manchester.

1.1.5 It is important to recognise at the outset that this represents a significant and long term objective which will require capacity, continued focus and strong leadership from the most senior level. The creation of a new People Strategy for the Council, Our People, is an important initial step in this journey. Delivering this Strategy will ensure our workforce are focused on Our Manchester in everything they do, ensuring this becomes 'the way we do things around here'.

1.2 Our People

1.2.1 The organisation last refreshed its People Strategy in March 2012 and agreed a Strategy with five themes

- Developing Leadership Skills and Capacity
- Planning the future workforce
- Developing workforce Skills and Capacity
- Reducing Worklessness
- Reward and Recognition

- 1.2.2 Significant work has been undertaken over the past four and a half years in support of these priorities. This has included the development of a nationally recognised apprenticeship programme, the creation of a framework of career pathways and job families, the delivery of a comprehensive programme of leadership development and roll out of a Council wide ELearning system. This work has helped equip the workforce with the skills and tools required to work through the significant challenges the organisation has faced over recent years. However, a renewed focus and emphasis is needed to deliver the change required to equip and empower the workforce to work in the Our Manchester way.
- 1.2.3 A considerable body of evidence has been gathered over the past twelve months to inform the strategy for Our People, both in terms of the overall approach and content. This has included discussions with a large number of staff through the Budget Consultation and Listening in Action Sessions and with managers and leaders through workshops with the Wider Leadership Team and Senior Managers' Forum (which include the Council's top three tiers of leaders) as well as with the Trade Unions and representatives of key partner organisations. The results of last year's BHeard Survey and discussions with a range of other organisations recognised for their excellence in people management and leadership have also been invaluable in informing the Strategy and the initial areas of focus.
- 1.2.4 As set out below a core principle of the Our People is ownership by everyone across the organisation. The whole organisation will have a fundamental role to play in creating the culture and conditions necessary to realise the Strategy's ambition. However, it is important to emphasise the role of the HROD service in developing the required tools and approaches. Two external reviews were undertaken into the transactional and strategic HR functions in early 2016 and work to implement the recommendations of these reviews is now well underway. The delivery of this work will both create more effective and streamlined transactional HR processes and a strengthened and more responsive strategic HR function which, will provide a strong base from which to drive forward work on the strategy for Our People.

2.0 Approach to a new People Strategy

- 2.1 The organisation's proposed new People Strategy, Our People, is appended below. Through the development process a number of principles have emerged which represent core components of the strategy.
- 1. The Strategy for Our People is part of Our Manchester.** The Strategy is about articulating what our future workforce will need be like in order to make Our Manchester a reality and presenting a call to action for all staff to drive this change.
 - 2. The Strategy has a stretching ambition.** This recommendation is routed in feedback from BHeard around the importance of a clear ambition for the future workforce which is driven by our leaders. This ambition will not detract from the Our Manchester Behaviours which represent the

articulation of how all staff will operate practically to drive forward the organisational and City culture required. The ambition rather is a more internally focused aim around the conditions which we wish to create organisationally to enable the behaviours to grow and flourish with the Council's Best Companies 'Bheard' result will be used to track progress. The Strategy's ambition is set out below:

Our ambition is for our people to be inspired, connected and empowered to make a difference to the lives of Mancunians every day: to recognise that this is an extraordinary City and organisation to work for and shout about it proudly!

3. **The Strategy will help to embed the Our Manchester principles as we implement the reform of public services across the City.** As all organisations develop and deliver their own approach to adopting Our Manchester ways of working, building the principles and behaviours into new service models will become easier.
4. **The Strategy will be owned by everyone across the organisation, not just HR and not simply by managers and leaders.** This will be reflected through the governance and delivery arrangements surrounding the Strategy. It will also be supported by a clear call to action for all staff as part of the document and its continued evolution based on staff feedback. (Section 5.2 below sets out more detail on this area.)
5. **The Strategy will be accessible to all staff and succinct.** Previous Strategies have set time-bound actions which have either been delivered or become obsolete early within the document's life span. The Strategy for Our People should be clear about what it sets out to achieve, what successes will look like and the principles for how we get there but will not contain the detailed actions. This will be underpinned by a more detailed time-bound action plans which are periodically monitored and reviewed and set short, medium and long term objectives
6. **The Strategy promotes an approach which links workforce change to the existing timeline of organisational change and development.** 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'. There are clear opportunities to drive the delivery of the People Strategy and, indeed, Our Manchester more broadly through the implementation of Public Service Reform, including health and social care reform and integrated neighbourhood management.

3.0 A New Behaviour Framework

- 3.1 Early discussions around the Our Manchester approach identified the need for a different style of working in order to make Our Manchester happen. Twenty behaviours were identified through the initial Our Manchester workshops which have been the subject of further discussion and debate amongst partners and the Council's workforce over recent months. In excess of 1,300

people took part in these discussions including over 200 staff with five behaviours identified as most critical. As an organisation these behaviours were discussed further through the recent Listening in Action sessions with circa. 400 staff asked to consider the draft framework. Following these sessions the framework has been further revised with four behaviours now identified as the central ways of working which are required to work in the Our Manchester way within this organisation:

- We work together and trust each other
- We're proud and passionate about Manchester
- We take time to listen and understand
- We 'own it' and we're not afraid to try new things

3.2 These behaviours form a central component of the People Strategy appended and will become the new behaviour framework for the organisation which all staff will need to exhibit at all levels of the organisation. The organisation's most senior leaders will have a particularly important role to play in acting as exemplars by demonstrating the behaviours through their actions and approaches every day.

3.3 Over the coming months these behaviours will be built into the organisation's role profiles and approach to recruitment and selection. However, lessons learnt from elsewhere have emphasised the need for more focused work to embed the behaviours into ways of working across the full breadth of the organisation. This will be supported through a range of activities and tools developed as part of the Our Manchester engagement programme to support staff in practically understanding what working through these behaviours looks like and does not look like.

3.4 In progressing this work, it is important to understand that many staff are already working in these ways. Celebrating this work and building on these strengths will be an important part of embedding the new behaviours across the organisation.

4.0 Initial Delivery Priorities

4.1 Approval of the Strategy for Our People will mark a key first step in delivering the change required. The Strategy will be underpinned by a detailed delivery plan and performance framework which will continue to evolve over time. The initial areas of focus and performance metrics set out below.

Embedding organisational understanding of 'Our Manchester' and equipping staff with the tools to have better conversations

Feedback from last year's BHeard survey highlighted that a large number of staff were not clear or excited about where the organisation is going. We have already begun to respond to this through establishing a series of quarterly Listening in Action sessions which over 600 staff have attended to date and a clear internal communications campaign to support Our Manchester. Our continued work in this area is critically important to ensuring all staff are equipped to be champions for Our Manchester in their work and lives. Key initial actions include:

- Embedding the Our Manchester behaviours across the organisation through case studies and media etc.
- Continuation of the quarterly Listening in Action Sessions.
- Development of an approach to engaging all staff (including front line staff) in Our Manchester through an 'experience' to be launched in early 2017.
- Embedding Our Manchester into the communication and engagement plan for the delivery and implementation of the PSR programme including the new arrangements for health and social care.
- Development of a new corporate induction programme launched in November 2016 for managers and April 2017 for all staff.
- Continued development of the successor to the appraisal and one-to-one framework, with roll out planned for early 2017 supported by a wide range of new support tools and templates.
- Implementing a clear and robust model for 'strength based conversation' training across different service areas and professions.
- 'Train the Trainer' development for a small number of staff who will lead staff, resident or partner engagement in the longer term.

Creating a clear approach to management and leadership development, reflecting on the feedback from the Leadership Summit which brought together the Council's 400 most senior managers in September

The importance of strong people management has been emphasised by staff both through BHeard and discussions at the Listening in Action Sessions. Staff have identified the qualities of a good people manager and this has been used to help commission a new series of core training to help develop managers who support and inspire their teams and lead by example in demonstrating the Our Manchester behaviours. Key initial actions include:

- Development and roll out of a bespoke development programme for Manchester managers with Our Manchester at its heart.
- Creation of a Manchester Manager's handbook.
- Roll out of a new manager's induction for all new starters and internal movers.
- A focus on strengthening leadership at the most senior levels of the organisation.
- Focused work with leaders and managers around acting as exemplars for the Our Manchester behaviours.

Developing a new framework for workforce planning which reinforces Our Manchester through both its content and a new approach to the identification, access and evaluation of development

As Public Service Reform progresses and the nature of roles evolves the skills required across the City will change. Feedback from staff has highlighted a perception that there are limited opportunities for growth and development. Strengthening our framework for workforce planning and development and the way staff access this will help ensure we have an effective approach to workforce development which managers can support staff to understand access. Our approach will:

- Be evidenced based, ensuring our offer is linked to intelligence about the current workforce and future demand.
- Create more opportunities for staff to nominate themselves for development.
- Be cognisant of opportunities to co-commission activity and/or learn from partners.
- Be clear about our distinct offer in three spheres: universal and open to all, management and leadership and professional / specialist.
- Take account of broader opportunities to work in new ways including the Apprenticeship Levy and through co-commissioning / co-delivery with partners.

Reviewing our policies, processes and approaches / 'Lean Systems'

Feedback from managers has highlighted the importance of ensuring our core people management processes are streamlined, user friendly and joined up so that they support staff and do not inhibit them.

Freeing up the workforce by streamlining and strengthening our core organisational processes will be a fundamental prerequisite of delivering the vision for Our People and, ultimately Our Manchester. In order to deliver on this ambition we need to create space for staff to work in new ways encourage innovation and personal responsibility. The work on lean systems is an important prerequisite to enable this change.

4.2 The work above will be set alongside the more structural activity which will be needed to create the framework and capacity to deliver the wider strategy for Our People. This is being delivered as part of the new Programme Plan for HROD Improvement and includes:

- The development of a new OD function emerging from the HR review.
- The implementation of a clear governance structure for this work which is corporately owned and builds on the recommendations from the external reviews of HR.
- 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, including a clear set of performance measures.
- The development of a clear brand for 'Our People' which utilises the Our Manchester branding.
- Work to align capacity and focus to support workforce and organisational development as part of the reform programmes.

4.3 It is important that this work is considered in the broader context of fundamental changes in health and social care and other programmes and initiatives which will impact on staff and be forefront in the minds of many of our employees. These are significant pieces of work in their own right but also offer opportunities to embed the Strategy's approach into ways of working.

5.0 Tracking Progress

5.1 BHeard

5.1.2 The organisation first participated in the BHeard Survey in 2015 with 30% of the organisation invited to participate. The Survey provides a wealth of both qualitative and quantitative intelligence on overall employee engagement levels which can be analysed in a variety of ways including by Directorate, Service and Grade. It also provides specific measures across eight factors of engagement: Leadership, My Company, My Manager, Personal Growth, My Team, Wellbeing, Fair Deal and Giving Something Back. The detailed results of the survey will be available later this month and will provide an invaluable baseline from which to track progress on the delivery of the People Strategy. Future survey results will also help inform and target work to design and deploy new initiatives in support of the Strategy's ambition.

5.1.3 This year's BHeard survey took place in October / November with all staff invited to participate. The survey saw a response rate of 42% (equivalent to 2,913 employees) compared to 40% in 2015. The Council's overall score demonstrates a marginal improvement on 2015 (from 593.9 to 594.7). However, the real value of from the Survey will come from the more detailed analysis of staff responses.

5.2 Other Progress Measures

5.2.1 In addition to the organisation's BHeard index score, performance against its individual factors and the delivery of specific projects, a range of additional measures will also be tracked to provide assurance around progress. Work will take place in the new year to develop a full performance framework for the Strategy which will likely include the following measures:

1. Retention of the Equalities Framework for Local Government (EFLG) 'excellent' rating
2. Spend per head on workforce development
3. An organisational skills and qualifications profile which is aligned to current and future requirements
4. A growth in staff participation in the life of the City
5. Positive feedback from staff and managers on the effectiveness of core HR business processes.

6.0 Comments from the Trade Unions

To Follow

7.0 Comments from the Interim Director of HROD

7.1 The Strategy appended below is the result of extensive consultation with staff and managers across the organisation. It sets a clear ambition and approach which will be fundamental in supporting the organisation to drive forward the Our Manchester approach. Significant work is already underway in support of

the Strategy and its' delivery will remain a key priority for the organisation over the coming years.

8.0 Conclusion

- 8.1 The strategy for Our People appended below has Our Manchester at its' heart and sets out a clear yet challenging ambition for the future organisation and workforce. The adoption of this Strategy marks the beginning of the significant programme of work which will be needed to inspire, connect and empower the workforce to be champions for both the organisation and the City. A range of initial activity is already underway in support of the Strategy and a detailed delivery plan is in development. This plan will be informed by the outcomes of the 2016 BHeard survey and continue to evolve based on intelligence and feedback from staff.

Our People

Our Manchester

Amazing, ambitious Manchester has a new vision and a new way of doing things – Our Manchester. It's what we're all now working towards – the Council's workforce, other public service workers, businesses, volunteers and residents. Every one of us has a role to play. But working for the Council makes us key players in making Our Manchester happen.

Our People is part of that – a new commitment to our workforce. Behind it lie a variety of methods, changes and tools that promise opportunities and freedoms for you to get on and succeed. It promises to plug you in to making Our Manchester happen. It's a 'people strategy' designed to listen to your ideas, involve you, respect you, and above all, inspire you to become the best Our Manchester player you can be. To make this the norm in everything we do will take hard work and determination but we're committed to make this happen.



How we'll get there

Staff and partners have highlighted four things that make an Our Manchester player – someone who takes an Our Manchester approach:

We work together and trust each other

We're proud and passionate about Manchester

We take time to listen and understand

We 'own it' and aren't afraid to try new things.

You deserve some recognition if you already work this way, so our new people strategy will be doing that. Good examples need sharing to help and encourage everyone to work in this way, every day.

We all need to play our part in making this happen!



What can the Our People strategy do for me?

Inspire me	Connect me	Empower me
to speak with pride about Manchester and the Council, and with enthusiasm about playing my part in the city, so that:	to the city's communities, my colleagues and everyone else who works for Manchester, so that:	to get things done for Manchester and realise my potential, so that:
<ul style="list-style-type: none"> I get where we're going and feel really involved I respect those I work with and they inspire me to be the best I can be for Manchester I'm at ease with myself, and recognised and celebrated for who I am My best work gets appreciated and recognised. 	<ul style="list-style-type: none"> I share my knowledge and resources with Manchester people I'm plugged in to all Manchester's different communities I have a choice of ways to be a part of our city's life I can reach my potential and my dreams. 	<ul style="list-style-type: none"> I've got the skills it takes A brilliant manager backs me up and lets me get on I can focus on people, and processes don't get in my way I'm not afraid to try new things.



I'm inspired. I'm connected. I'm empowered.

So what can we do for Our Manchester?

Our ambition is for our people to make a difference to the lives of Mancunians every day: to recognise that this is an extraordinary city and organisation to work for, and shout about it proudly!

• Our Manchester •

Our way of doing things

• Our Manchester •