

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 19 July 2018
Subject: People Strategy Update
Report of: Deputy Chief Executive

Summary

This report sets out progress in delivery of Our People Strategy and delivery priorities for the next 12 months.

Recommendations

The Committee is requested to note and discuss the progress in delivering Our People Strategy.

Wards Affected: All

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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 11 January 2018 - People Strategy

1.0 Background

1.1 The People Strategy was agreed in January 2017 with the broad objectives to inspire, connect and empower Council staff. Since then, extensive work has been undertaken to develop these themes; implement and improve the basics of people management as a basis for longer term improvement and align the People Strategy with the Our Manchester approach.

1.2 This report sets out:

- the refreshed People Strategy framework as a basis for the HROD work plan
- delivery progress over the last 12 months
- the approach and detailed work plan for the year ahead.

2.0 The People Strategy

2.1 People Strategy Overview

2.1.1 As part of overarching programme governance the People Strategy has been aligned with the four principles of the Our Manchester approach.



The People Strategy framework is appended and can be summarised as:

- the partnership work with Our Manchester partners and health and social care in particular; workforce equalities; relationships with the Trades Unions and the ongoing development of MCC leaders and managers to meet the “Working Together and Trusting each other” principle.
- continual improvement of the workplace in meeting the “Better Lives” principle, including people process improvements and staff wellbeing. This part of the plan also picks up the Council’s apprenticeship strategy as a lever to connect local people to meaningful career pathways within the

council and the wider opportunities for our staff contributing to the City such as through volunteering;

- the processes to formalise employees' voice within "Listen, Learn and Respond" including the annual staff survey and response; the cycle of policy reviews and the strategy to give all staff ICT access and a quality communications and engagement offer behind it; and
- a structured and enhanced staff development offer which enables our people to "start from strengths". This includes specific development to work in an asset based way and the refresh of m people as the Council's flagship policy for the flexible deployment and development of staff.

2.1.2 These themes are underpinned by work to focus on 'improving workforce capacity' through strengthened workforce planning and operational resource management and a continued emphasis on 'embedding the behaviours' of Our Manchester including through the Our Manchester Experience and the development of a flexible toolkit for employees, managers and teams.

2.2 Progress during 2017/18

2.2.1 Over the past year significant progress has been made with delivery of the objectives of the Our People Strategy including:

- Delivery of the 17/18 Apprenticeship Strategy with 200 apprentice starts, exceeding the corporate target of 169, with a clear plan in place for 18/19.
- Successful engagement of Reed as our strategic partner for the delivery of agency staffing capacity, with a reduction in spend in 17/18 of circa. 17% compared to 16/17.
- A continued downward trend in sickness absence levels.
- A 5% increase in BAME workforce representation (now 25%).
- A significant increase in staff engagement to "Ones to Watch" Best Companies status and a programme of work emerging from the 2017 survey focused on strengthening Leadership at a corporate level and responding to service-level engagement data.
- Universal ICT access roll out to circa. 800 staff.
- Circa. 40% of Leaders & Managers participating in the Council's core development programmes.
- Roll-out of About You, a strengths-based performance management framework for all as well as performance-based senior grade progression for staff above Grade 12.
- Launch of the Our Manchester Behaviour Framework and Experience with over 1,000 participants and 90+% positive feedback.

- Launch of an Employer Supported Volunteering Scheme and Policy with 130 staff contributing over 750 hours to supporting our residents and communities.
- Launch of a new Employee Assistance Programme (24/7 support for staff on a range of issues) with circa. 1,400 calls.
- Launch of a strengthened process to support staff redeployment as part of a review of **m people** arrangements, with immediate significant reductions in the speed of placement and numbers of staff on the programme long-term as a result.
- Achieving re-accreditation of at the Excellent level of the Equalities Framework for Local Government (EFLG) for the Council's work, with a supporting and similarly positive review form an independent organisation of the workforce equalities offer.
- Delivery of the £1.5m workforce savings target for 2018/19 with a plan to deliver the balance during 2019/20 through policy compliance; a reduction in the vacancy factor and expansion of voluntary unpaid leave including an encouraged "close down" of non essential services over Christmas.

2.3 Priorities for 2018/19

2.3.1 With the benefit of a now much stronger foundation of basic people management processes, an assessment has been made of the delivery priorities for the year ahead.

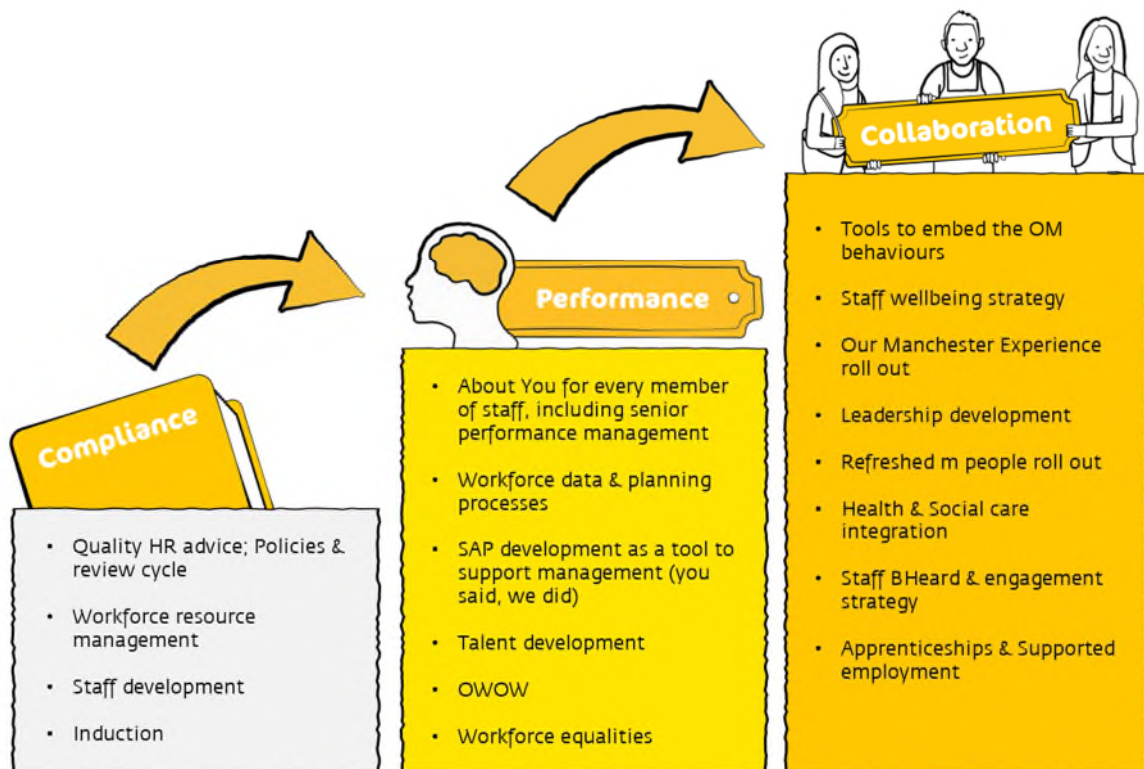
2.3.2 The original objectives to inspire; connect and empower staff reflects an aspiration to move towards a culture based on trust; engagement and empowerment. Staff feedback from BHeard tells us, however, that whilst some Council services are already operating in this way, a number do not yet have the confidence in basic processes and management skills for this to be a reality. The engagement levels of senior leaders were found not to compare as well as the front line workforce and analysis of workforce data and HR caseloads also shows the ongoing challenge of getting the "basics" right. Addressing this challenge will be an important prerequisite of moving towards a meaningful transformation Council-wide. This challenge is demonstrated by a persistent high levels of staff absence; significant agency spend in some services and a lack of confidence in managing staff performance (for example very low utilisation of the workforce Capability procedure).

2.3.3 Organisation development theory sets out three stages to embed a culture of collaboration, which is a helpful framework to incorporate the issues and opportunities which the Council has identified. These are:

- a foundation of compliance, to ensure there is a consistent understanding across the Council of strategic purpose, objectives, plans and "rules" (i.e. policies);

- a performance framework and underpinning organisational culture which is outcome focused and consistent whereby staff have the direction, tools and accountability to be highly effective in meeting organisation direction; and
- a culture of collaboration within which the voices and contribution of every highly performing colleague are brought together on the basis that “nobody is as good as everybody” and where decisions are made at the most appropriate level.

2.3.4 The people strategy delivery plan for this year will therefore seek to complete and “shore up” the work that is already underway across the three components of compliance; performance and collaboration rather than press on with expansive new strategy. The objective is to consolidate progress made over the past 12 months and ensure that the following basic components of core people management process are in place consistently:



2.3.5 In more detail, priorities for the year ahead to achieve this framework are as follows:

- Maintaining a focus on optimising workforce resources, including improvements in staff attendance; reductions in the use of agency staff and management of workforce under spends.
- Embedding integrated teams across the wider health and social care partnership.


- Continuing work to refresh *m people*, specifically:
 - continuing to embed the work with redeployees to move them to a new post within 12 weeks;
 - strengthen processes to minimise medical movers by providing reasonable adjustments within services; and
 - the development of a meaningful “opt in” offer to encourage the career development of staff and flexible deployment of the workforce. This includes the scope to “opt in” to secure additional hours as an option to increase earnings of existing staff and broaden their skills base.
- A strong focus on organisation development (OD), to restore the internal capacity that was removed historically. In doing this it will be necessary to prioritise and invest in OD in order to embed the Our Manchester behaviours across the workforce through the policies, skills and practice of managers and staff across the organisation. Particular priorities include:
 - Ongoing investment in the processes and content of the staff development offer, to drive up the skills profile of the workforce; continue to invest in leadership and management development and develop an asset-based staff development offer in particular.
 - Development of specific strategies to deliver Our Manchester as a lived experience for staff, including the ongoing roll out of the Our Manchester Experience; tools to embed the behaviour framework; workforce wellbeing; embedding Our Ways of Working as a tool for absolute flexibility by complementing the Estates changes with refreshed HR policies and leadership development; continuing to grow the performance management framework, a new coaching and mentoring offer and developing employee “voice” through staff groups and tools for co-design.
 - The development of a talent strategy which supports progression from entry-level to the most senior roles including through apprenticeships and opportunities for out placements. - This, in turn, will support the Council’s Social Value priorities.

2.3.6 In addition, the HR Team are working to develop a People Strategy framework across Manchester, working with partners to co-design and deliver interventions that align the wider City workforce with Our Manchester. (The Council is contributing to a similar piece of work across Greater Manchester to deliver the GM Strategy: Our People, Our Place).




3.0 Recommendations


3.1 Members are asked to note the progress made in delivering Our People Strategy as a core component of Our Manchester.

Appendix 1 - The People Strategy




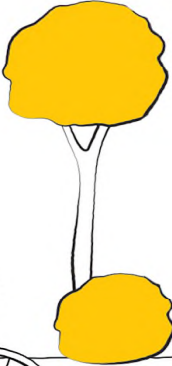

A workforce living the Our Manchester way








Our Manchester Principles


<p>Better Lives</p> <p>Continual improvement of the MCC workplace for our staff; connecting employees to the life of the City, and supporting them to deliver the best outcomes for our citizens.</p>	<ul style="list-style-type: none"> . 100+ apprentice starts . A focus on increasing interns, graduates & placements . Workforce wellbeing strategy . Social value priorities - flexible working; work experience . Absolute flexibility at work - OWOW & Timewise accredited . Staff recognition & reward
<p>Listen, Learn & Respond</p> <p>Staff engagement; "you said - we did" HROD service improvement; best practice improvement of our policy framework</p>	<ul style="list-style-type: none"> . Employee engagement - Bheard response & ongoing dialogue . HR policy review & cost savings (tested against behaviours) . Business Rules review . National pay structure reform
<p>Starting from Strengths</p> <p>Strengths-based approach to skills, workforce development and the way we manage our people</p>	<ul style="list-style-type: none"> . Annual training delivery, spend & evaluation cycle . Training refresh: mandatory; CPD; e-learning & competency . Talent Management including career pathways . Induction Refresh . Coaching & mentoring . Team development
<p>Relationships & Conversations</p> <p>Workforce equalities; partnership working; management and Trade Union relationships underpinned by strong collective leadership</p>	<ul style="list-style-type: none"> . Workforce equalities review . Disability Confident Accredited . Delivery through integrated teams (health & social care) . Leadership development & networks . Management standards & compliance



**Improving
Workforce Capacity**

- *m people* review
- Workforce Planning: Agency & employed
- Specialist recruitment offer
- Data dashboard
- Strengthening core people management systems & processes
- Attendance Improvement
- Senior performance management



Initiatives:

- Our Manchester Experience
- Behaviour Framework
- Leadership development
- Service baselining
- Embedding tools