



Resources and Governance Scrutiny Committee

Date: Thursday, 12 October 2023

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

This is a **Supplementary Agenda** containing additional information about the business of the meeting that was not available when the agenda was published.

Access to the Antechamber

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Filming and broadcast of the meeting

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Membership of the Resources and Governance Scrutiny Committee

Councillors - Simcock (Chair), Andrews, Brickell, Connolly, Davies, Evans, Kilpatrick, Kirkpatrick, Lanchbury, Rowles, Stogia and Wheeler

Supplementary Agenda

7. **Future Shape – Our Internal Digital Transformation Programme** 5 - 30

Report of the Director of Human Resources, Organisation Development and Transformation.

This report provides an update on progress to date with the Future Shape of the Council programme, which is evolving the Council's ways of working in order to meet current challenges.

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This supplementary agenda was issued on **Thursday, 5 October 2023** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 12 October 2023

Subject: Future Shape – Our Internal Digital Transformation Programme

Report of: Director of Human Resources, Organisation Development and Transformation

Summary

To receive an update on progress to date with the Future Shape of the Council programme, which is evolving the Council's ways of working in order to meet current challenges.

Recommendations

The Committee is recommended to:

- (1) Note the content of the report and comment on the update on Future Shape presented to the Committee as appropriate.
-

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

The Future Shape programme aims to improve the Council's efficiency and effectiveness adapting best practice in using electronic communications where possible and practical.

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

The Public Sector Equality Duty under the Equality Act 2010 requires public authorities to consider equality across their work. There are no direct equality duty impacts as Future Shape is an enabling programme of activity which guides how we work. However, it links to other strategies which make clear commitments to create a truly equal and inclusive city, where everyone can thrive at all stages of their life, and quickly and easily reach support to get back on track when needed.

Future Shape is also designed to enable the workforce to represent the Our Manchester behaviours and to demonstrate our attitude and way of working to achieve the Our Manchester vision.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Future Shape is aligned with both the internal ICT & Digital Strategy, and the external Digital Strategy which is designed to strengthen the delivery of the priorities in the these plans.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Digital upskilling is a priority within Future Shape, ensuring that the workforce has the necessary skills and development opportunities, and that the Council becomes an employer of choice.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The use self-serve modern technology will support best use of resources required to deliver services for our residents.
A liveable and low carbon city: a destination of choice to live, visit, work	The Future Shape programme aims to improve the Council's efficiency and effectiveness adapting best practice in using electronic communications where possible and practical.
A connected city: world class infrastructure and connectivity to drive growth	This programme of transformation will enable our organisation to deliver digitally, supporting Manchester's ambition of being a digital leader.

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

There are no direct financial consequences arising specifically from this report.

Financial Consequences – Capital

There are no direct capital consequences arising specifically from this report.

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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.

Executive - Wednesday, 17th March, 2021
Future Shape of the Council and Arrangements for the Integration of Health and Social Care

Resources and Governance Scrutiny Committee - Tuesday, 22nd June, 2021
Future Shape of the Council – Digital and ICT workstream

Resources and Governance Scrutiny Committee - Tuesday, 8th February, 2022 2.00
Future Shape of the Council – Digital, Estates, Ways of Working and ICT strategy

1.0 Introduction

- 1.1 Future Shape of the Council is an internal transformation programme designed to enable Manchester City Council (MCC) to be in the best possible shape to deliver its ambitions as set out in the Our Manchester Strategy whilst meeting the external challenges the council face from budget pressures.

2.0 Background

- 2.1 Our Manchester is the strategy for the city. It informs the Councils Public Service Reform programme with partners, and approach to delivery through the five behaviours.
- 2.2 Future Shape is one of the programmes of internal transformation work that are changing how the Council operates. Other programmes include Health and Social Care Integration, Neighbourhood Working and Housing Operations Integration.

3.0 Future Shape of the Council 2020-22

- 3.1 In 2020, external support was commissioned to look at the future operating model of the council to ensure that we are efficient and resilient, and partnership working with residents is at the heart of everything the Council does.
- 3.2 This work initially identified 5 priority areas. These areas have evolved since but for reference were:
- **DBDXP** – now RBDXP (Resident and Business Digital Experience Platform) to give digital first excellent service for people who need to contact the council
 - **Corporate Core** – Transforming ways of working to provide efficient digital first support to the council
 - **Housing ALMO** (*Arms Length Management Organisation*) – Integration of Northwards Housing into the Council
 - **Neighbourhood Working** – Now being taken forward through OMIB and Bringing Services Together for People in Places (BSTPiP)
 - **Health and Social Care Integration** – Setting the MLCO up for success including with the right underpinning agreements
- 3.3 The areas were underpinned by a set of principles that ensured a continued focus throughout on Our Place, Our Residents, Our Partners and Our People.

4.0 Year One Achievements

- 4.1 There were several achievements in Year One which included the following areas completed and subsequently closed within the programme:

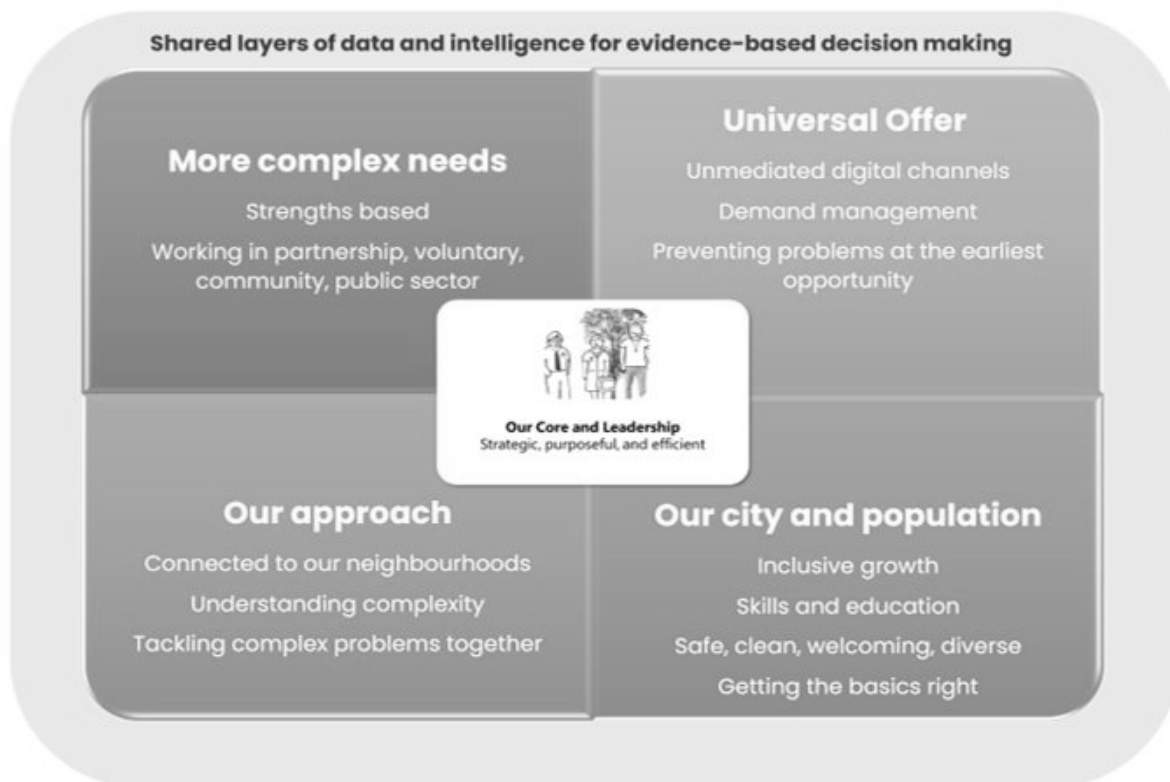
- 4.1.1 **Building the Future for MLCO:** The Section 75 Partnership Agreement was completed and signed. The revised Accountability Board operational with a model for MCC support services agreed for MLCO.
- 4.1.2 **Embedding Place Based Working:** Developed options for embedding place based in planning and delivery, workshops and design with capital finance and will continue in Core workstream; and Neighbourhood working being delivered via Our Manchester with 'Place' embedded in service planning.
- 4.1.3 **New Approach to Housing:** Lift and shift to bring ALMO back in house completed with agreed transition plan and governance.
- 4.2 The areas of work to improve ways of working in the Corporate Core, digital integration and ensuring the workforce benefits from a good experience whilst at work were established and made initial progress. These have continued and subsequently evolved to provide a basis for the new work programme detailed at point 7. A highlight of progress includes:
 - 4.2.1 **Effective and purposeful core:** Vision and purpose of Core agreed; New approach to integrated finance and corporate plan performance monitoring; ERP replacement programme launched.
 - 4.2.2 **Digitally Integrated Council (Including RBDxP):** Appointment of delivery partner; Data management principles and policy drafted; Accessibility governance aligned to workstream with an accessibility process approved for new system implementations; SCULPT accessibility training rolled out to organisation.
 - 4.2.3 **Culture and Behaviours:** aligned Future Shape with Organisation Development Plan and Service Design activity; Estates utilisation programme underway to ensure best use of offices and buildings; End User Device rollout progressed as part of OWOW; identified key areas for digital skills development

5.0 Peer Review Recommendations

- 5.1 In 2021, Manchester City Council took part in a Peer Review. The following recommendations in relation to Future Shape were made:
 - 5.1.1 We need to be satisfied there is sufficient capacity, in the right places across the council to deliver on OM, Future Shape and wider transformation plans. Consider more capacity at a senior level on some of these key priorities.
 - 5.1.2 Clarify what is Future Shape (internal digital transformation) and what is Public Service Reform (partnership working with a focus on prevention and improving outcomes for residents)
 - 5.1.3 Ensure there is a clear narrative and plan that is owned and led by the senior management team.

- 5.1.4 The Council needs to be clear about our Target Operating model, underpinned by clear workstream plans on digital transformation, HR and other policies and the role of the corporate centre etc.
- 5.1.5 A clearer definition of the digital ambition in order to unlock its full potential -A lot of progress made– have building blocks but not consensus on what 'Digital' means or how it will be achieved, or a digital strategy built on the foundations of an IT Strategy or Technology Roadmap.
- 5.2 The following changes were made to fulfil the recommendations.
- 5.2.1 In 2023, a new Director of Human Resources, Organisation Development and Transformation (HRODT) was appointed. HRODT now have responsibility for business change and transformation, with the Future Shape resource moving from Reform and Innovation and into HRODT.
- 5.2.2 The vision for Future Shape is that most internal and external customers will be able to self-serve through convenient, intuitive, and unmediated channels. This will happen through a programme of internal digital transformation. The resources gained from this channel shift will be saved, or redirected to those who need it most, or used to prevent problems becoming crisis, or to resource our capacity to strategise in the future.
- 5.2.3 To provide clarity of Future Shape, the priorities of the programme have been defined as:
- purchasing and adopting technology, and preparing the organisation and our customers with the skills, tools and motivation to use them
 - working in a human centred way to design services
 - having access to better, shared data and intelligence on our residents and our workforce
 - being clear about our appetite for risk to appropriately devolve decision making
 - ensuring that we maintain our neighbourhood focus and to collaborate across teams and individuals, bringing the Our Manchester behaviours to our work.
- 5.2.4 Future Shape has and will continue to be strongly aligned with:
- Public Service Reform - work on integration across public sector and person centred services
 - Medium Term Financial Plan – Future Shape has to continue to deliver efficiencies and financial savings. Some of these savings are directly aligned to programmes of work, Future Shape will support the delivery of savings and benefits realisation
 - Our approach to organisational change, helping to provide capacity and prioritisation of resources
 - Our Ways of Working and Estate Utilisation – helping the workforce to adapt to new ways of working and promoting flexibility
 - Organisations Development Plan, Our Manchester Experience (which will be refreshed), staff engagement, values and behaviours.

- 5.2.5 The Governance for Future Shape is being reviewed to ensure that the direct impact of activity can be clearly tracked and monitored, and to ensure that SMT have enough oversight and ownership of the programme.
- 5.2.6 The Workstreams (detailed in point 7) have been revised to align with the Councils Operating Model shown below.



- 5.2.7 The council has two ambitious digital strategies. The Manchester Digital Strategy is built on the wider ambition of the city to create a more sustainable, inclusive and diverse economy that benefits all our residents, and the ICT & Digital Strategy is the councils internal strategy. This provides a strategic response and blueprint for the future in which the technology landscape will be a fundamental and essential part of the running of the Council.

6.0 Current Future Shape Programme

- 6.1 The ambitions of the external and internal **digital strategies**, along with the modernisation of how the Council operates presents opportunities and challenges for the council.
- 6.2 Future Shape needs to focus on the **digital first transformation journey** for the Core, and how we support and develop the workforce, therefore becoming the Internal Digital Transformation programme. This creates clear alignment between our ICT ambitions and the purpose of the programme.

- 6.3 This will help to ensure that there is clarity and consistency between the transformation programmes in the Core, and that the Councils key **workforce strategies** (Organisation Development Plan, Health and Wellbeing Plan, Workforce Equality Strategy and Talent Plan) support the aims of Future Shape.
- 6.4 Staff must be at the heart of, and have a voice in, change by using **Human Centred Service Design principles** that are modelled in other strategy development. There will be a particular focus on ensuring that staff who are closest to the work but furthest from decision-making have opportunities to engage at various stages within Future Shape activities.
- 6.5 The organisation has sufficient and coordinated **capacity for enabling change** and capacity is directed in the right places following the move of the Future Shape resource into HRODT. The impact successfully enabling change readiness cannot be underestimated and requires support from the broader Organisation Development team. This is to ensure that change is sustained and not created in isolation.
- 6.6 To meet the digital and future workforce ambitions there must be a fit-for-purpose **digital skills offer** in place, that evolves to meet the needs of the programme. An internal programme has been developed based on 5 themes: Literacy, Enhance, Upskill, Accessibility and Inclusion
- 6.7 The first theme to progress is ‘Literacy’. This is ensuring all employees within the council have a basic level of **digital literacy** aligned to the government framework. This is being delivered in partnership with Learning and Development to ensure that it is embedded within business-as-usual, and Manchester Adult Education Service who are provide support and training aligned to the external digital skills offer.

7.0 Programme Workstreams

- 7.1 As described in points 4.2 and 5.2.6, the work programme has evolved, and changes ensure that there is clear alignment between the ICT ambitions of the organisation and Future Shape. The programme ensures that the council has the digital infrastructure to support the digital ambitions, improving customer experience for residents and businesses accessing services online, and that the ways of working which include our approach to change, building digital skills and best use of offices and equipment for our workforce.
- 7.2 **Digital:** Implement new back-office digital technology and process changes needed to work smarter and more efficiently, so *that* resident and staff experience is significantly improved, and we are making best use of the data and intelligence.
- 7.3 **RBDxP:** Implement an improved customer service offer to ensure that Manchester residents have a high quality, accessible and seamless experience when accessing council services. Reduce the cost of delivering transactional services and redirect resources. Digital becomes the preferred

way to access service and residents are supported to become regular and confident online users, and digital becomes the preferred way to access services

- 7.4 **Effective Core:** Reshape the Corporate Core to provide the best leadership and support to the organisation and the city. So that core Services, systems and processes are customer-focussed incorporating self-service and digital functions where appropriate and meet the needs of the city, staff, residents and partners. This includes the new Finance and HR System, and the development of an internal digital plan for the Core, ensuring a coherent plan for the implementation of technology aligned with a comprehensive programme of engagement enabling change readiness.
- 7.5 **How We Will Work:** Improve how we work to give the best experience to residents and employee so that our workforce can thrive in the workplace with the right tools, skills and support; our offices are hubs of activity, collaboration and productivity with a strong connection to the place and communities they are in and our culture prides itself on flexibility, be it hours or place of work.
- 7.6 A more detailed breakdown is provided in Appendix A.
- 6.0 **Understanding the impact of Artificial Intelligence (AI) on Future Shape**
- 6.1 AI will impact on Future Shape workstreams and services across the Council given the speed of change and the breadth of applications. It will be considered as part of the Councils current ICT systems, RBDXP and Our New Finance and HR system (also known as ERP System Replacement– Enterprise Resource Planning).
- 6.2 AI has the potential to significantly disrupt much of what we do. Used effectively, examples could include:
- more effective digital interaction with residents,
 - more efficient and quicker processes and saving time
 - help with diagnosing issues e.g., traffic management
 - developing quicker responses,
 - machine learning to predict future issues and improve prevention e.g., children’s and adults
- 6.3 It is acknowledged that there are risks which include, for example, inappropriate use of AI for everything from service responses, communicating with residents, job applications, fraudulent activities.
- 6.4 It will be important to need to consider enabling ICT technology, workforce skills, support for the workforce, and any ethical implications and information governance. There will also be city-wide applications of AI, and consideration required in relation to the Council’s roles in influencing these
- 6.5 Resources and Governance Scrutiny Committee considered some of these issues in their September 2023 meeting.

7.0 Communications and Engagement

7.1 The communications and engagement of Future Shape is important, however relevance and timeliness of these are critical, particularly when considering that Future Shape is a combination of a number of major programmes which will have their own requirements for comms and engagement.

7.2 In terms of Future Shape as the overall digital transformation programme, a high-level overview of the key activity and milestones over the programme duration is shown within Appendix A. This will need to be aligned to wider organisational change programmes when considering communications messaging.

7.3 Examples of where we will engage with staff are:

7.3.1 Influencing changes in behaviours

- using insights to influence decision making and shaping projects and activity
- where we need to keep key stakeholders updated due to impact on them or their services as the project progresses
- where there are non-system changes required (i.e., to manual processes) that need to be actioned prior to project start

7.3.2 Physical things

- system changes
- where things look different
- where staff might need to do different things in the actual system. As they are about to happen

8.0 Summary

8.1 The Future Shape of the Council programme is an ambitious and challenging programme of transformation. This paper provides an summary of the background to Future Shape, highlights what has been delivered to date and demonstrates why now is the right time to refresh the programme of work so it can enable the delivery of our internal digital transformation ambitions.

8.2 Future Shape brings connection and co-ordination to some significant transformation activity and provides a way of working which will lead to better outcomes.

8.3 Future Shape is internally focused, but improved council services will lead to better outcomes for the residents and businesses of Manchester.

9.0 Recommendations

- (1) Note the content of the report and comment / question the information presented to the Committee as appropriate

10.0 Appendices

Appendix 1 - Programme Workstreams

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Appendix A – Programme Workstreams

OPERATING MODEL FOR THE COUNCIL

Enabling self-serve and deepening early intervention to stop problems becoming crises

Data and Insights

Resident & Business Digital Experience Programme

Improving how the council interacts with residents and businesses via digital means

Effective Core

Improving internal interactions with core services, focusing on self-serve, centres of excellence and collaboration

Digital

Implement back-office technology and process changes required for the council to work smarter and more efficiently

RBDXP has its own programme infrastructure and governance.

To ensure work is not duplicated, Future Shape will attend the RBDXP Project Board to ensure that the programmes are aligned.

1. Digital plan and roadmap for the core
2. Developing content, knowledge, tools, resources for self-serve incl. making best use of the intranet
3. Organisational Readiness aligned to effective core
4. Approach to Risk appetite
5. Best use of resources to support an effective core
6. Ensure collaboration and end-to-end service delivery throughout

HR and Finance(ERP) System Replacement

Support to ICT, Finance Legal and Capital Progs service improvement/ op models

1. Implement the ICT operating model
2. Integration layer
3. Move to hybrid cloud including back-up and restore
4. Automation workstream starting with pilots

Supported by: -----

How we will work/ Our ways of working

1. Estates Utilisation
2. Supporting and enabling change readiness
3. Workforce Digital Skills; Literacy (BAU), enhance, upskill, inclusion, accessibility

The Organisations Development Plan (OD Plan)

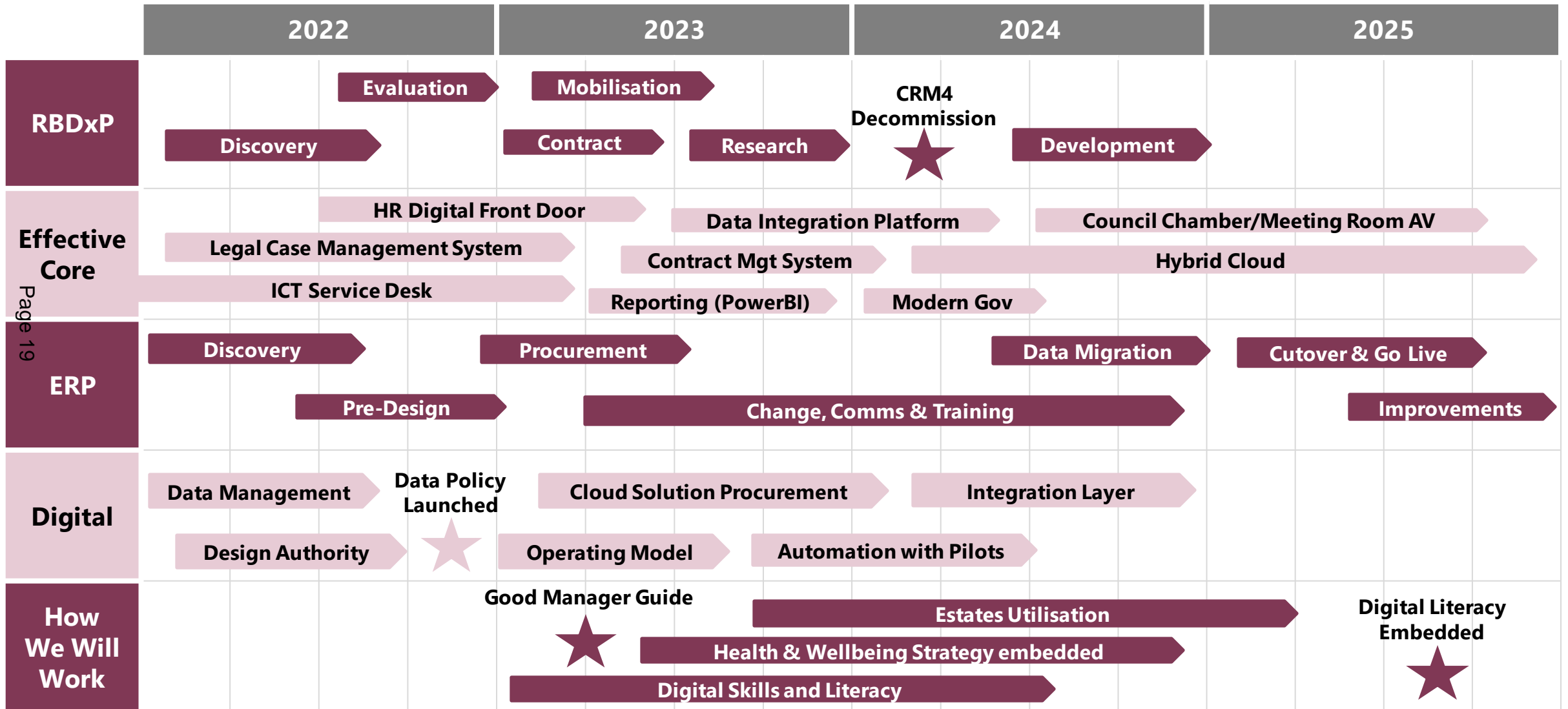
The OD team will ensure that the OD plan is supporting the future operating model of self serve, prevention/early intervention, redirecting resources to where most needed.

Service Design Approach

The Service Design team support teams across the council in using service design as a methodology for change

Monitor / Evaluate / Benefits realisation

Roadmap overview



Workstream Purpose Statements

Digital:

Implement new back-office digital technology and process changes needed to work smarter and more efficiently, so *that* resident and staff experience is significantly improved, and we are making best use of the data and intelligence.

RBDxP:

Implement an improved customer service offer to ensure that Manchester residents have a high quality, accessible and seamless experience when accessing council services. Reduce the cost of delivering transactional services and redirect resources. Digital becomes the preferred way to access service and residents are supported to become regular and confident online users, and digital becomes the preferred way to access services

Effective Core:

Reshape the Corporate Core to provide the best leadership and support to the organisation and the city. So that core Services, systems and processes are customer-focussed incorporating self-service and digital functions where appropriate and meet the needs of the city, staff, residents and partners

How We Will Work:

Improve how we work to give the best experience to residents and employee so that our workforce can thrive in the workplace with the right tools, skills and support; our offices are hubs of activity, collaboration and productivity with a strong connection to the place and communities they are in and our culture prides itself on flexibility, be it hours or place of work.

Digital

Deliverables

- ICT/Digital Strategy and technology roadmap approved by end of 2022
- Future cloud-based infrastructure for the council in place with 50% of infrastructure in the cloud within 2 years. (20% reserved for SAP – will take place to coincide with transition to new solution)
- Pilot to test 2 automation solutions with 2 services complete. To inform next steps of automating back-office transactions
- Infrastructure for RBDXP in place including automation solutions ready for opportunities that arise
- Data Management Policy approved in summer 2022
- Integration Platform in place to enable data transfer across all systems
- Strengthening our corporate intelligence to maximise benefits of our existing systems
- Digital skills – Systems will be accessible, and training developed to support usage, staff are skilled to fully exploit full potential/offering of systems

Key Milestones:

Sept

- Finalise technology roadmap
- New Governance Arrangement for ICT in place

Dec

- Operating model

Dec/Jan

- Completion of procurement of cloud backup solution and cloud migrations started
- Data strategy action plan in place

Work Completed

- Data strategy agreed by SMT June 2022
- SMT workshop on data and intelligence held June 2022 with agreed actions
- MCC Digital ICT Strategy approved by SMT and will go to October Executive
- Business case agreed for new cloud backup and 50% Migration
- Pilots to test automation underway in Revs and Ben

RBDxP (Resident & Business Digital Experience Programme)

Deliverables

Technology

- Replace MCC CRM, Integration platform and CMS (website) with a single platform within 3 years of project initiation.

Channel shift

- Target an increase of 20% in digital interactions which will result in 70% of our interactions being made through digital channels, delivering potential efficiency savings to the value of £0.65m.
- Identify further efficiency savings within services as part of digital service redesign and automation opportunities, and we will closely track all benefits delivered.
- Website to be the access channel of choice for transactional services

Capacity

- Core Digital Team created and in operation ensuring skills, knowledge and capacity in place by 2025 to support future phases including Northwards, Children's Services and MLCO.

Supporting behaviour and culture change.

- All comms updated to reflect and encourage residents and business to interact with the Council digitally.
- Alignment with "How we will work" to support the digital staff skills offer by the end of 2023, and to evolve to meet the needs of the programme.
- Maintaining close links with the Digital Inclusion action plan.

Key Milestones:

- Sept 23 – onboarding CRM (Verint) and Integration layer (Mulesoft application implemented by HCL)
- Sept 23 – RBDxP update to scrutiny
- Oct/Nov 23 – Content Management System (CMS) demonstrations
- Feb '24 – 'As Is' implementation of CRM
- Feb '24 – legacy CRM decommissioned
- Feb 24 onwards – Phase 2 CRM implementation (Remaining Services / Enhancements to existing system)
- Mar 24 – Implementation of CMS
- Sept '25 – Digital Platform (replacing CRM, CMS and Integration Layer) LIVE for all Phase 1 Service areas and BAU continuous improvement in place with Digital Team

Work Completed

- CRM contract awarded to Verint
- Stakeholder Personas Developed
- Service Design Requirements validated. All forms have been reviewed and approved by services
- Project scope, member & community engagement
- Recruitment to in house Digital Team in progress
- Ongoing work with Equalities and Digital Inclusion Team
- Service Design Principles defined and alignment with Service Design Network ongoing

How users might benefit from RBDxP



Call Centre Advisor

"I will have more time to speak with residents who email us and be able to work on other projects as emails will be reduced."

"I will have more time to add contact to the system in a way which will help services identify a problem without having to contact the customer again."

"I will have more time to speak with residents who need to call us or work on other projects as calls will be reduced."



Resident

"I will be able to report issues using the website and be able to track progress and add further evidence to the report."

"I will be able to contact the Council through a dedicated one-account portal and track all of my reports online."

"I will be able to access the things I need from the Council easily, using language that is free from jargon and in a way that works for me"

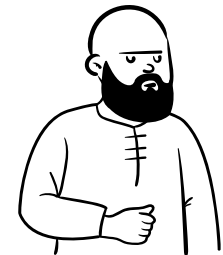


Business Owner

"I will be able to apply for a new premises licence and track it's progress using an online portal."

"I will be able to apply for new grants and funding through the web portal and keep on track with progress."

"I will be able to check my business rates invoices and pay or query them online."



Neighbourhood Officer

"I will have the right information from a resident to deal with a noise complaint and meet our statutory requirements."

"I will be able to identify hotspots in my locality for licensing non-compliance issues and report to management."

"I will be able to work closer with other Council services to support the residents and businesses in my area."

Effective Core

Deliverables:

- Implement new vision and target operating model for the core
- Use employee experience and insight to embed service designs, deliver process improvements and streamline reporting
- ICT helpdesk, Recruitment process and Legal casework complete in 2022;
- Budget monitoring and capital prioritisation process reviews fully implemented in 2022;
- review of business planning complete & implemented.
- In order to improve productivity /reduce costs through channel shift and reducing handovers and failure demand
- Improve our strategic and operational decision making to become a high trust and high accountability organisation, improving productivity and employee experience
- Technology – New Finance and HR system implements by 2025, Implement new recruitment system in 2022, Contract Management System, Legal case management systems and new HROD front door (within 3 years)

Key Milestones

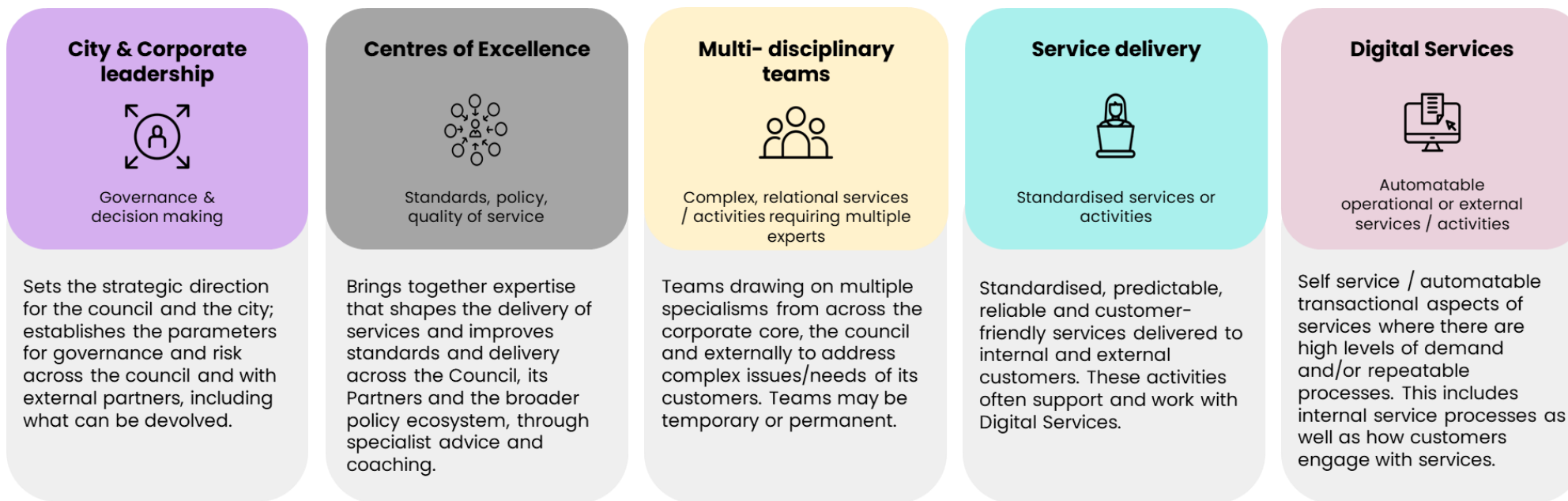
- Implementation of capital programmes and budget monitoring 2022/23 and beyond
- Implementation of ICT helpdesk and Legal services reviews 2022/23 and beyond
- Implementation Legal Case Management system – 2025; HR Recruitment system 2022.
- Target operating model phase 1 – September 2023
- Digital Plan for the Core – end September 2023
- New Finance and HR system procurement September 2023, go live April 2025

Work Completed

- Co-designed vision and operating model in place
- Implementation of new budget monitoring and capital prioritisation approach
- TPX work on legal services and ICT helpdesk and support completed
- Completion customer insight data across most services
- Progressing New Finance and HR system procurement

Core vision and operating model

- ‘We are innovative, responsive, and we use our resources intelligently to be the best we can be’.
- ‘We work inclusively and collaboratively to ensure nobody is left behind’.
- ‘We work across the council and with partners to deliver excellent services to meet the needs of our internal and external users and meet the ambitions of Our Manchester Strategy’



Low demand

High demand

The Core Operating Model Design Principles

Principles will guide the design and delivery of the operating model. They mean you don't need to know every single detail before delivering. You can look at principles like putting up the bowling alley gutter guards.

Our services always work to deliver better outcomes for Manchester

Our multidisciplinary approach helps us better deliver with directorates, partners and localities

Digital first transactional services for residents and staff, where appropriate

We manage our people for high performance and high levels of autonomy

Our services seamlessly support users to be compliant

Our services provide multiple levels of support to manage demand

Our services are designed to meet user needs

Our centres of excellence drive quality and standards, underpinning collaborative (or MDT) delivery

Core Operating Model Progress:

Developed Corporate Core operating model aligned to the Operating Model for the council and the Our Manchester behaviours to help realise the vision for the core

New HR and Finance System replacement ensuring that we achieve a wholesale channel shift for our employees and managers whereby they self-serve through unmediated channels for most transactions

Finance Future Shape review to develop out a future, consistent approach to budget monitoring.

Legal Service redesign to provide an innovative, responsive, inclusive and transparent legal service through a new Case Management System and Digital Front Door that meets the needs of our clients; intelligently using resources and modern tools.

ICT Service Desk Operating model – 13 new features developed to collectively deliver an improved experience for staff and customers of ICT. Each feature, designed with ICT customers and aligned to the target operating model, promoting self-serve and digital first.

Re-defining Capital Programmes working to define new processes to deliver the capital project qualification and the budget monitoring processes.

HRODT Operating Model developed for service, focused around enabling self-serve and 'Centres of Excellence' followed by reviews of Recruitment and MPeople Process which are currently being implemented

Digital Plan for the Core developing a plan which identifies the key digital capabilities and roadmap needed to support becoming an effective core

An example of how users might benefit from the New HR and Finance System



Manager

"I will be able to view my structure within the system and see how I am using my budget."

"I will be able to view and approve my teams self serve requests for leave/expenses etc and approve them from any device."

"I will be able to record information such as 121's in a central place so I do not need to maintain records outside of the system."



Staff

"I will be paid on time accurately and should be able to claim and track my benefits, pensions and expenses."

"I will be able to see available courses, easily book onto courses and access my own training history using digital self-serve."

"I will be able to use one system to view my pay, request my leave, input my expense claims, apply for jobs etc."

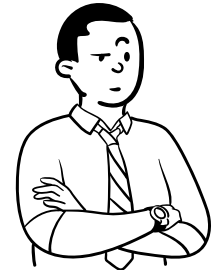


Specialist (HR, Finance and ICT)

"I will be able to perform the end-to-end process for processing employee information such a payroll in a single system."

"I will be able to run reports on things like workforce absence and turnover within the system and pick which data fields to include in my report."

"I want to trust the data in the system and be able to run compliance checks without exporting the data into external databases."



School Business Manager

"I will be able to input workforce information into a portal rather than emailing it back and forth."

"I will be able to run reports through the portal on total staff and spend on payroll."

"Our employees will be able to access their own information through a portal such as their payslips."

The Organisation's Development Plan 2021-23*

- The Organisation's Development Plan sets out 6 priority areas required to make improve our organisational culture.
- These priorities were developed by staff and underpin everything we do.
- Through the delivery of the OD Plan we will create the conditions for Future Shape to be successful and sustained.
- There are activities that form part of the OD Plan and Future Shape.

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Our Manchester Organisation Development Plan 2021-23

Updated April 2022

Our 6 priority areas:

Purpose

Building a shared sense of purpose by understanding the connection between my work, the role of the council and the delivery of Our Manchester strategy

Decision & Risk

Empowering our staff to make the right decisions at the right time, so that they can do the right thing

Performance & Development

Creating an approach to performance and development that is meaningful and authentic, so that talent can progress, and poor performance is addressed.

Change

Taking an approach to implementing day-to-day changes that is speedier, comprehensive and engaging, so that we focus on the impact of change itself rather than the process.

Diversity & Inclusion

Making Manchester City Council an inclusive, diverse, fair and non-discriminatory organisation, where the workforce can bring their whole selves to work and have a voice

Partnerships

Ensuring our people have the right skills and approach to build and maintain productive relationships when working in partnership with others

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**refresh in progress for 2023-25*

Appendix 1, Item 7

'How we will work' – Our Ways of Working

linked to the Organisation's Development Plan

Deliverables:

- OWOW programme is delivered with robust workforce intelligence to support the evolution of OWOW for the future
- Estates rationalization programme delivered with Estates rationalisation programme ongoing, including leases to One Education (Alex House) and Transport for the North (THX), following on from the release of rented offices at Universal Square, Hexagon Tower, Peter House and Bridgewater House.
- Managers supported to manage well with an accountability framework in place
- Fit-for-purpose Health and Wellbeing Strategy embedded
- Neighbourhood and place focus embedded into employee journey to support the workforce in understanding the city and use this knowledge to improve outcomes for Manchester residents.
- All staff will have reached a level of digital literacy that will enable them to work effectively now and provides opportunities for the future
- Human-centred Service Design will be embedded as a methodology for change
- Establish and enable principles for good change management in the council ensuring that is based on the experiences of the staff who work here.

Work Completed

- First part of Management accountabilities – development of Good Manager Guide, training and intranet 'manager Hub'
- Aligned to recently developed Organisation Development Plan and service design approach
- Building stronger sense of place into employee journey starting with induction and onboarding
- Shared collaborative spaces and team spaces have launched at THX, Longsight District Office and Etrop Court
- The End User Device rollout has commenced, with neighbourhood offices receiving upgrades to desk kit as well as individuals receiving new laptops to support agile working. This is also supported by improvements to the network speeds across the estate.
- Approach to Digital Skills offer outline with further work underway across 5 workstreams: Literacy, Enhance, Upskill, Accessibility and Inclusion