



## **Overview and Scrutiny Human Resources Sub Group**

Date: Friday, 29 November 2019

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

### **Access to the Council Antechamber**

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

## **Membership**

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**Councillors** - Russell (Chair), Andrews, Clay, Rowles, Stanton and Wheeler

## Agenda

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1. **Minutes** 3 - 8  
To approve as a correct record the minutes of the HR Subgroup meeting held on 15 October 2019.
2. **Legal Services Workforce HR Plan** 9 - 50  
Presentation of the City Solicitor is attached.
3. **Highways Workforce - update** 51 - 72  
Presentation by the Director of Highways is attached.
4. **Work Programme** 73 - 76  
Report of the Governance and Scrutiny Support Unit  
  
To review the work programme of the Subgroup.

## Further Information

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

Mike Williamson  
Tel: 0161 234 3071  
Email: [m.williamson@manchester.gov.uk](mailto:m.williamson@manchester.gov.uk)

This agenda was issued on **Thursday, 21 November 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

## Overview and Scrutiny Human Resources Sub Group

### Minutes of the meeting held on 15 October 2019

#### Present:

Councillor Russell – in the Chair  
Councillors Clay, Rowles and Stanton

#### Also present:

Councillor Ollerhead, Executive Member for Finance and Human Resources  
Councillor Bridges, Executive Member for Children and Schools

#### RGSC/HRSG/19/12 Minutes

#### Decision

To approve the minutes of the meeting held on 31 July 2019 as a correct record.

#### RGSC/HRSG/19/13 Children's Services

The Sub Group considered the presentation provided by the Strategic Director Children's and Education Services.

The Strategic Director Children's and Education Services referred to the main points and themes within the presentation which included: -

- An overview of Children's Services Structure and Teams;
- A description of the various teams and their respective remit;
- A description of the nine service priorities to meet identified risks and challenges and to maximise available opportunities;
- How this work and activity supported the Corporate Plan;
- A profile of the workforce and how this resource was utilised across the service;
- Data on the use of agency staff and the work to reduce agency spend;
- An overview of workforce development;
- An update on activities to support apprenticeships;
- Data on days lost as a result of staff absence and the work to address this;
- Data on the number of capability and conduct cases;
- Feedback from the b-Heard survey and the response to the feedback received; and
- Describing the identified challenges, opportunities and achievements.

Some of the key points that arose from the Sub Group's discussions were: -

- What were the numbers of BAME staff at grade 10 or above;
- Did the service have enough capacity and was the service structure appropriate;
- What was the approach taken to undertaking exit interviews to understand the reasons staff left the service;

- What were the predominant reasons for staff leaving and was there any analysis of where staff went to;
- Was the use of consultants on the senior management team normal practice;
- Consideration needed to be given to the overall employment package to attract social workers to work for Manchester, such as the terms of employment and progression opportunities;
- Had consideration been given to adopting a policy of retention payments for newly qualified social workers to encourage them to remain working for Manchester once they had gained experience;
- More activities needed to be undertaken to engage with local schools and colleges to promote social work as a viable and attractive career option and to encourage local talent, further commenting that would address the issue of social workers leaving Manchester once experienced to return to their original home area;
- Apprenticeships should be used to support the future work force planning of social workers; and
- The importance of recognising that social workers dealt with very challenging case work, noting that the main reason for absence was Stress/Depression.

The Strategic Director Children's and Education Services responded to Members comments by stating that the capacity of the service was regularly reviewed, stating that it was important that the correct ratio of managers to staff was established to ensure that staff were adequately supported. In respect of social worker retention, he stated that there was no issue with recruiting newly qualified social workers, however the challenge came once they had gained experience. He said that staff were encouraged to engage in exit interviews with Team Managers, however they were not mandatory. He informed the Members that the predominant reason for experienced social work staff leaving was for them to return to their original home area, adding that this was a positive reason, and the experience obtained by working in Manchester made experienced social workers very attractive for other employers, and the market and demand was currently such that Social workers had a lot of options as to where they chose to practice. He also stated that agency pay rates were also an attractive offer for experienced staff.

The Strategic Director Children's and Education Services commented that consideration was being given to address the issue of experienced social workers leaving the Authority. He said that it was important that the stability of social workers and teams was maintained to reduce potential risk and maintain confidence, build effective relationships and deliver support to young people. He further commented that by establishing and retaining teams would also reduce the spend on agency staff.

The Strategic Director Children's and Education Services stated that he was confident that improvements had been made across social work teams, in terms of both caseloads, the ratio of managers to staff, morale and a sense of team spirit. He stated that whilst this was welcomed this was constantly reviewed and opportunities for improvements were always considered, adding that Ofsted also considered such factors when undertaking inspections. He further commented that he did not support the notion of retention payments for newly qualified staff, adding that in his experience staff left as soon as such payments ceased and staff should be

encouraged and supported to remain working in Manchester because they were committed to Manchester, its values and delivering improvements for Manchester citizens.

In response to a comment from the Chair regarding the importance of informal methods of recognition and gestures to ensure staff felt valued, similar to that used in other industries the Head of Workforce Strategy stated that whilst there was no formal corporate policy, Managers were encouraged to do this. The Strategic Director Children's and Education Services commented that the staff awards and recognition offer had been improved and he was considering ways to celebrate the achievements of newly qualified social workers, adding that small gestures and behaviours by managers and leaders were equally as important to ensure the correct message and values were relayed to staff.

The Strategic Director Children's and Education Services acknowledged the question regarding the number so BAME staff employed at grade 10 and above. He stated that it was recognised that this needed to be addressed and BAME staff development and mentoring programmes had been established and the directorate continued to challenge itself regarding this area of activity.

The Head of HR Operations commented that the approach to social work recruitment was currently being reviewed across Greater Manchester as the recruitment and retention trends experienced in Manchester were not unique, adding that the benchmarking data used for this review process and pay grade information would be circulated to Members following the meeting.

The Interim Director of HROD commented that it was recognised that the issue of future workforce planning across the wider Health and Social Care landscape needed to be addressed and consideration was being given to how to do this. In response to the discussion regarding the use of exit interviews and the low response rate to this offer she stated that she would take the action away from this meeting to consider how this could be improved.

The Strategic Director Children's and Education Services informed the Members that the issue of succession planning was being discussed with The Greater Manchester Social Work Academy. He added that Care Leavers were being encouraged to consider social work as a career and noted the comments that attracting home grown talent would address the issue of workers returning to their original home town. He added that opportunities for developing and promoting the number of apprentice social workers were being discussed, adding that it was important to acknowledge the importance of getting the correct balance of experienced and newly qualified staff in teams to ensure the correct support and mentoring could be appropriately given.

The Interim Director of HROD referred to the discussion regarding staff absences and stress, noting the increased awareness in the city of trauma. She informed Members that in addition to the informal support offered by colleagues and managers within teams, staff could also access specialist commissioned support and counselling. She stated that this was usually available for six sessions, however this could be extended if required, adding that the contract for this service was currently

under review. She further commented that options for wider resilience training across the whole directorate were being considered.

The Executive Member for Children and Schools said that capacity within teams was challenged when experienced staff were required to work on specific projects and transformation work. He informed the Members that he regularly visited teams to meet and discuss issues with staff to understand any concerns or emerging issues. He said these were invaluable opportunities for staff to talk openly with him, adding that this practice was also replicated by senior managers across the service, ensuring that they were visible and accessible to staff.

### **Decision**

To note the presentation.

### **RGSC/HRSG/19/14            MPeople update: Redeployment**

The Sub Group considered the report of the Head of HR Operations that provided Members with an overview of the refreshed approach to the Council's practice to supporting staff to identify alternative roles within the organisation when displaced through either organisational structure changes or for medical reasons.

The main points and themes within the report which included: -

- Providing a background and overview of the MPeople approach that had been developed jointly with the Trade Unions and agreed by Personnel Committee in November 2010;
- Information on the review of the MPeople approach that had commenced in September 2017;
- Information on the key features of the refreshed approach agreed following this review;
- Progress to date;
- Current position by Directorate; and
- Next steps.

The Members welcomed the report and commented that they fully supported the approach adopted.

### **Decision**

To note the report.

### **RGSC/HRSG/19/15            Overview of Council vacancies**

The Sub Group considered the report of the Head of HR Operations that provided Members with an overview of current vacancies across the Council.

The Head of HR Operations referred to the main points and themes within the report which included: -

- Information and data relating to current vacancies;
- Information on whether posts were being actively recruited to; and
- How long posts had been vacant for.

Some of the key points that arose from the Sub Group's discussions were: -

- Clarification was sought regarding the definition of a true vacancy, commenting that consideration needed to be given to terminology used to assist the lay reader;
- Consideration needed to be given to providing context for the data provided within reports, including a breakdown by grade, levels of sickness and employee capability cases per directorate;
- Information and analysis of factors relating to staff retention would assist the understanding of this subject;
- What were the circumstances that required the services of an Executive Search partner and what was the cost of employing those services;
- Further information was sought on the time taken in respect of the Parks Service redesign;
- Recognising the impact that vacancies had on existing staff and teams in terms of managing workloads; and
- Further information was sought on the use of agency staff to cover and unfilled vacancies, this to include where and when used and costs.

In regard to the comments from Members regarding additional data and analysis, the Chair stated that officers had provided the information that had been requested and she would discuss with officers the scope and content of any future update report.

The Interim Director of HROD informed the Members that the term true vacancy was used to describe those posts that were not actively being recruited to or being held. The reasons for these were various, including historical issues regarding the recruitment to social worker posts and ICT positions; the complex nature of the organisation and the range of functions undertaken, including seasonal work and the timing of income and grant funding for posts. Members were informed that these vacancies were regularly reviewed and vacancies over 12 months old would be challenged to ensure they were still valid.

In response to the time taken for the redesign of the Parks service, the Head of HR Operations acknowledged that both this and the Highways service redesign were outliers. Members commented that a summary of all redesigns and lessons learnt be provided. The Interim Director of HROD stated that the reasons for the time taken to deliver service redesigns could be complex and varied and that she would speak to the Strategic Director (Neighbourhoods) to understand the reasons and feed back to the Members.

The Interim Director of HROD advised that Executive Search partners would only be employed as a last resort when all other avenues for recruiting to the post had been exhausted and used for specific specialist roles. She said that she would analyse

how long staff recruited using this method remained with the Council and feed this back to the Members.

**Decision**

To note the report.

**RGSC/HRSG/19/16                      Work Programme**

The Sub Group were invited to consider and agree the work programme.

The Chair informed the Members that following discussion with officers regarding the timing of reports she had agreed to defer the 'Outcomes of the BAME review' report from the meeting of 26 November to the 25 February 2020 meeting.

The Chair recommended that a report on the Legal Services Department be included for consideration at the meeting of the 26 November. The Sub Group endorsed this recommendation.

**Decision**

To agree the work programme subject to the above amendments.



# Legal Services

Presentation to the Human Resources Subgroup

Fiona Ledden - City Solicitor

Jacqui Dennis - Deputy City Solicitor



# Legal Services - We Value our Workforce

What we have developed so far:

- Flexible working arrangements
- Agile working
- Service has moved three times in the last three years
- Continued focus on our employee wellbeing and sickness absence
- Employee wellbeing embedded within our service plan

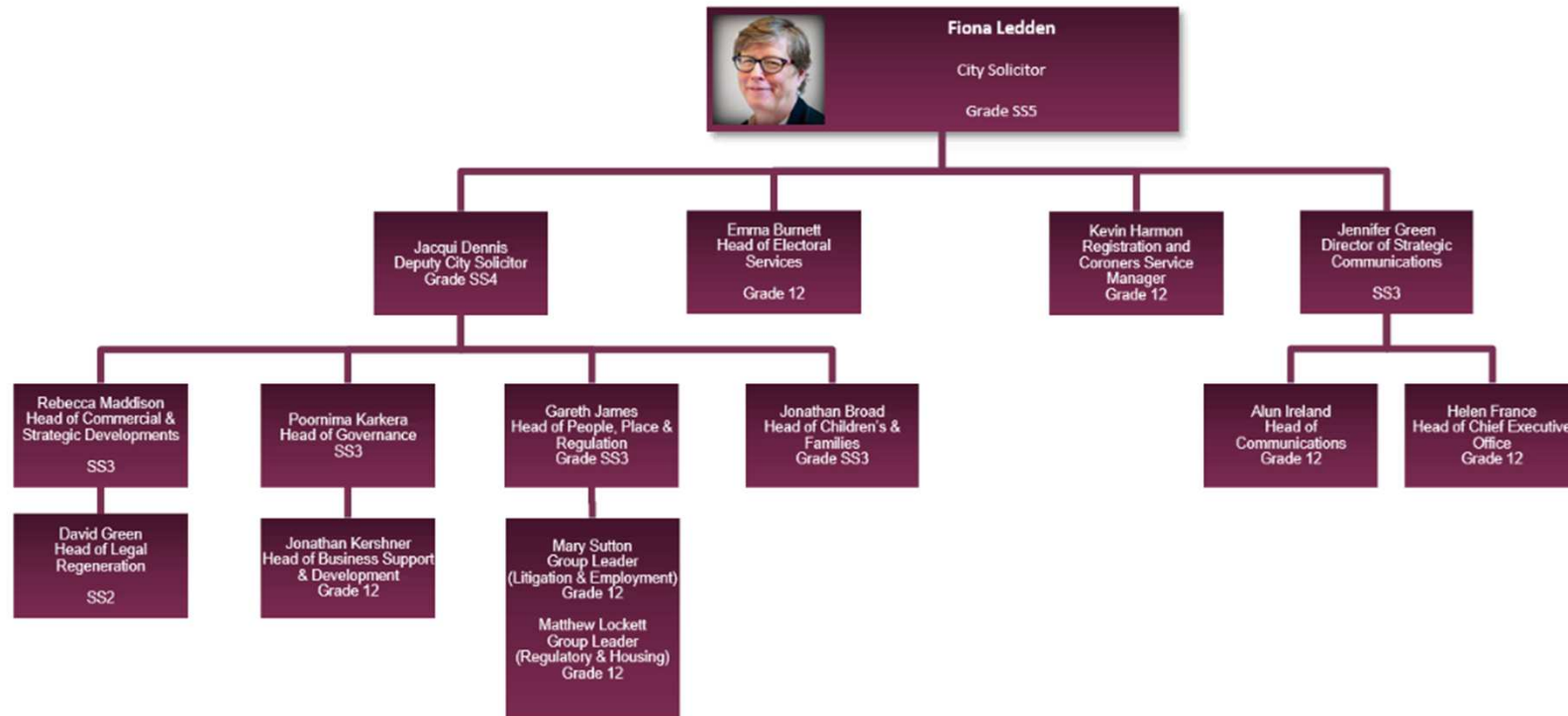
What's next:

- Deep dive in to sickness absence
- Continued support for managers, training plan to be developed for legal services. This follows up on a half day session delivered by HR/OD to the Legal Services extended leadership team in October 2019
- Autism training for staff and managers
- Scoping with risk and resilience and HR a service wide stress risk assessment approach - this will be the first service in the Council to use this approach.

# Legal Services Structure & Teams



# Chief Executives - Senior Structure Chart



# City Solicitors/Legal Services

## Teams that work within the Legal Services

### Legal Services:

- Children & Families
- People Place & Regulation
- Regeneration
- Governance

### City Solicitors:

- Strategic Communications
- Elections Team
- Civic & Ceremonial
- Coroners & Registrars

# Legal Services : Our Teams

## Children & Families

- Pre proceedings team
- Court team
- Advocacy unit
- Disclosure team
- FTE - 64

## People Place & Regulation

- Litigation & debt recovery,
- Employment
- Regulatory and enforcement
- Housing
- Community services
- FTE - 61

# Legal Services : Our Teams

## Regeneration

- Commercial
- Property
- Physical infrastructure group (Planning and highways)
- FTE - 51

## Governance

- Democratic legal services
- Governance and scrutiny support
- Executive and Members Services
- FTE - 58

# Workforce Profile



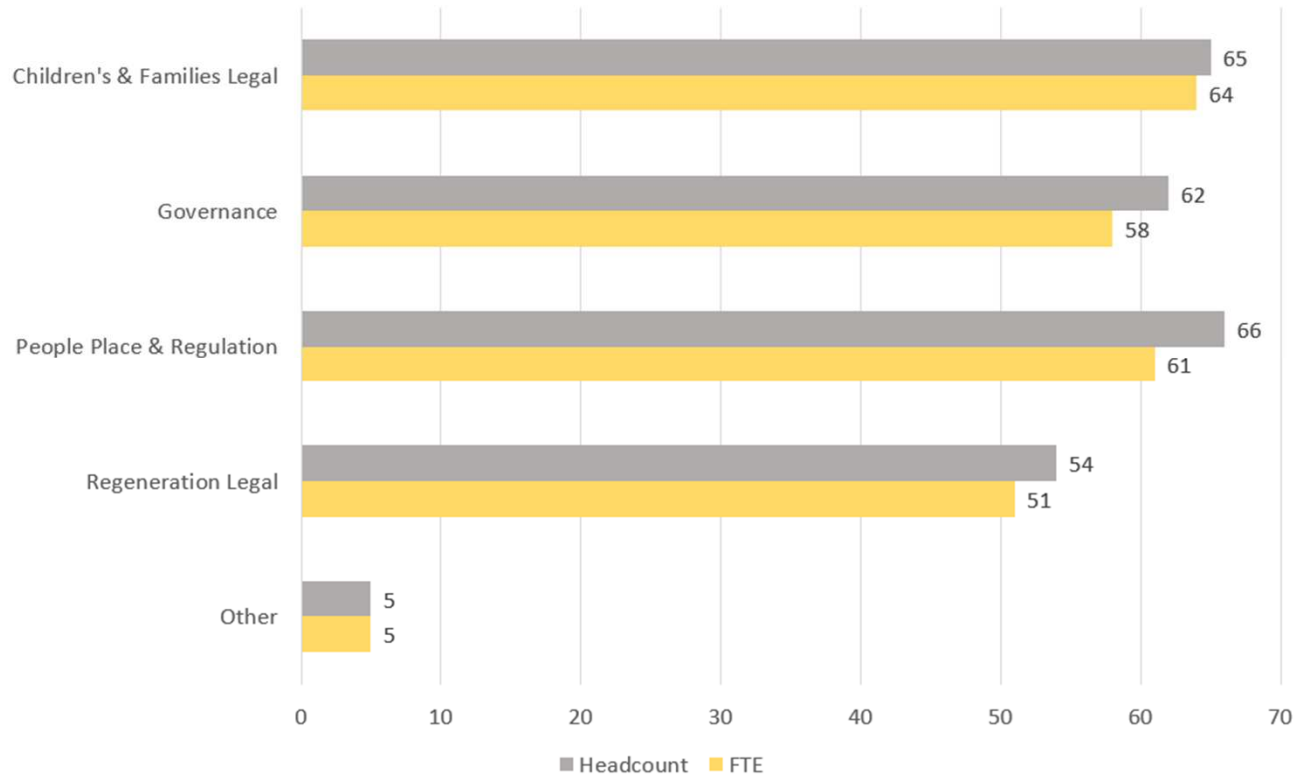


# Legal Services - Workforce Profile

Total Headcount: 253

Total FTE: 240

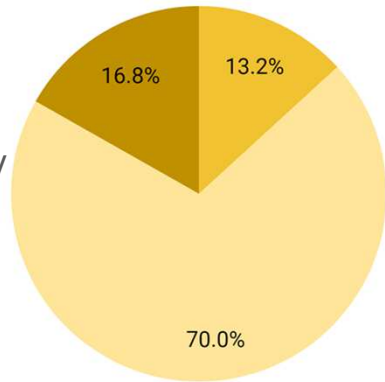
Legal Services – October 2019



# Legal Services - Workforce Profile

## Ethnic Origin

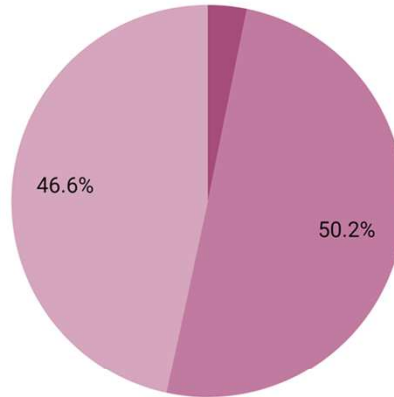
- BAME
- White
- Undisclosed



Comparatively 19.7% of the Council's workforce are BAME

## Sexuality

- LGB\*
- Heterosexual
- Not disclosed

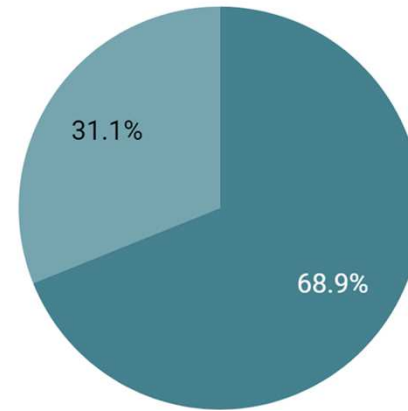


3.2% of staff in Legal Services identify as LGBT\*, compared to 3.3% of the Council's workforce

\* Includes employees who have identified as Other

## Gender

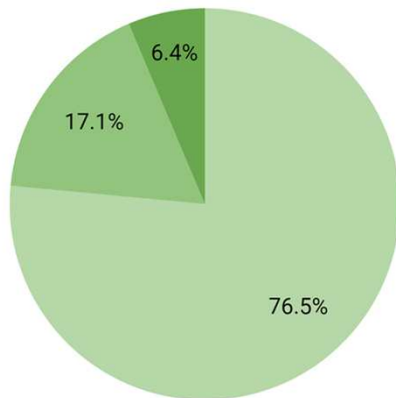
- Female
- Male



Comparatively 66.8% of the Council's workforce are female

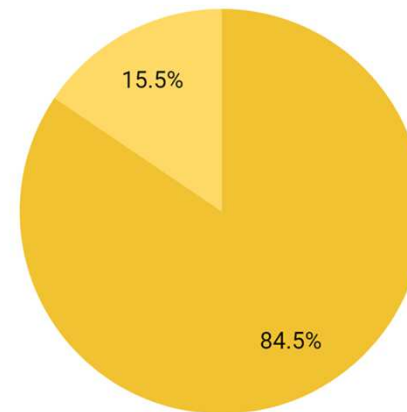
## Disability

- No
- Undisclosed
- Yes



Comparatively 4.8% of the Council's workforce have declared themselves disabled

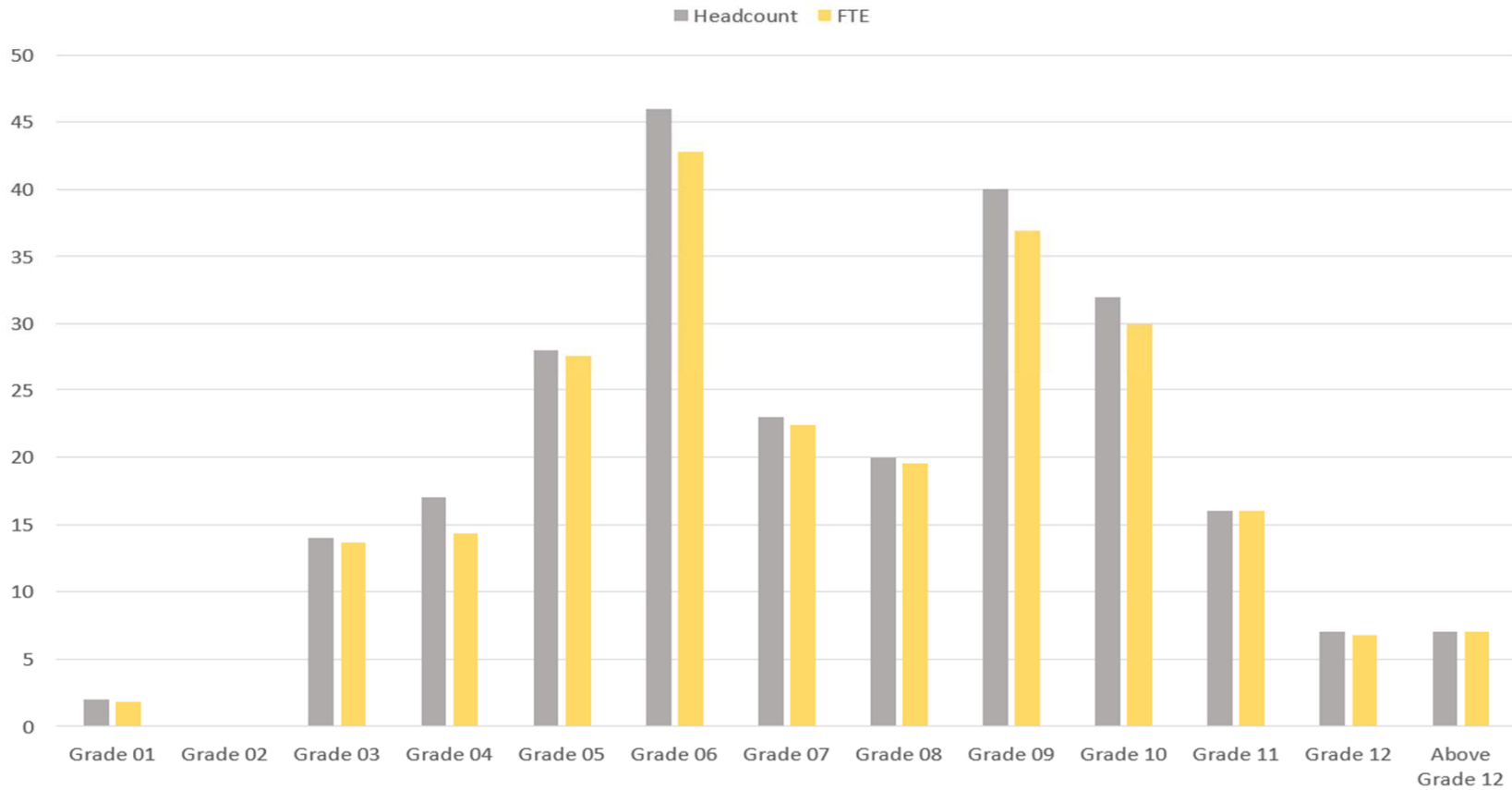
- FT
- PT



Comparatively 29% of the Council's workforce are part time

# Legal Services - Workforce Profile

Grade Split by Headcount and FTE



## Legal Services - Workforce Profile

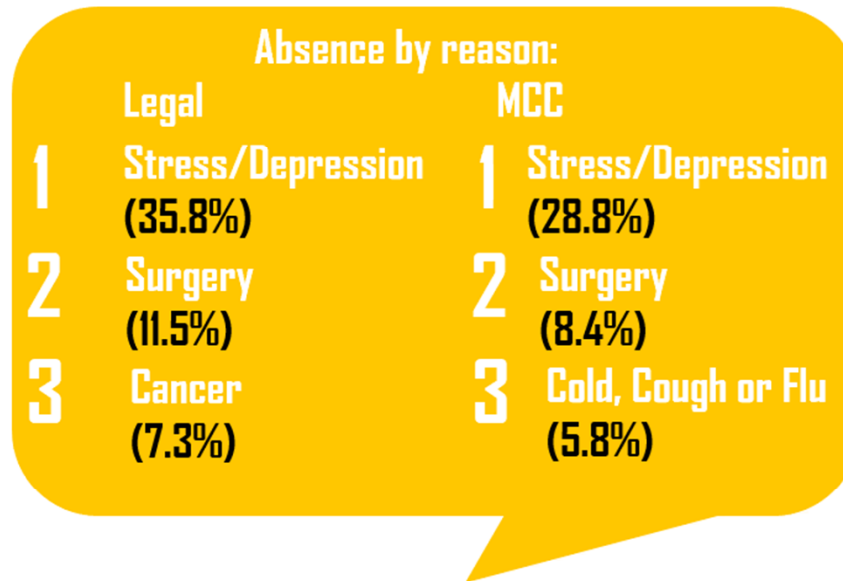
Service	Headcount	Average Age	Proportion 55+
Children's & Families Legal	65	38	6%
Governance	62	50	39%
People Place & Regulation	66	46	23%
Regeneration Legal	54	47	26%
Other	7	51	29%
<b>Legal Total</b>	<b>254</b>	<b>45</b>	<b>23%</b>
<b>MCC Total</b>	<b>7,326</b>	<b>47</b>	<b>30%</b>

Legal Services  
Sickness Absence

**3,630** days  
lost

(241 FTE, 15.05 Days lost per FTE)

Data for the period October 18 to September 19



## Legal Services Sickness Absence

Service	Total Days Lost over 12 Months	Avg Days Lost per FTE over 12 Months	No.1 Reason
Children's & Families Legal	775	14.91	Stress/Depression
Governance	837	14.78	Stress/Depression
People Place & Regulation	1,079	17.43	Stress/Depression
Regeneration Legal	323	6.95	Stress/Depression
<b>Legal Services Total</b>	<b>3,630</b>	<b>15.1</b>	Stress/Depression

## Legal Services - work to reduce absence

Absence levels within the service are high with stress and depression showing as the top reason for absence. There are ongoing measures put in place to support the reduction of absence particularly in relation to early intervention of stress in the workplace as follows:-

- Introduction of flexible and agile working arrangements across the service - move away from core time. Staff work hours in accordance with the needs of the business
- Regular absence clinics on a fortnightly basis with services who suffer from high absence levels, where complex and long term cases are discussed and action plans to support the best outcome for the employees are developed, and monitored.
- Adopting flexible working arrangements to support staff to remain in work and facilitate staff returning to work
- Employee groups, include the Legal choir 'Gleegal'
- Staff wellbeing group meets on a weekly basis - the group is ran by a member of staff who sends staff members an regular email
- Promotion of the Employee Assistance Programme
- Access to Cognitive Behaviour Therapy sessions
- Signposting to Department of Work and Pensions access to work scheme
- Referral to Occupational Health services

## Legal Services - work to reduce absence

- A member of the Legal Management Team is the health and wellbeing lead
- Promotion of Resilience Training sessions
- Free flu jabs for staff to boost against seasonal illnesses
- Development of a bespoke flexible working policy for the Directorate
- Involved in pilot of Mental Health First Aiders - 4 staff have volunteered take part in this programme
- Creating mental healthy legal workplaces in conjunction with Law Care
- Pilot a number of workshops to compliment skills managers need to become a more person centred service, these to include; Strengths based and difficult conversations; Being the best manager you can be; Mental Health Awareness; Review and understanding personality types. Managing sickness absence.



# Performance Management and Capability Conduct

Numbers of capability and conduct cases which have received HR support over the last 12 months (1st July 2018 - 30 June 2019). Current live cases relating to management of attendance have also been included along with the number taken to a hearing within the last 12 months.

Cases	Capability (Formal)	Misconduct	Gross Misconduct	Management of Attendance
Currently live	0	0	0	3
Past 12 months	0	1	1	19

## Legal Services - Use of Resources

- 297 posts within Legal, 33 of which are vacant with circa 15 currently being recruited to.
- 17 external appointments over the last 12 months
- 22 people left the service in the last 12 months (19.4 FTE), of which there were 2 retirements and 1 dismissal
- There were 32 agency staff engaged over the period October 2018 - September 2019
- There been 13 Consultants employed within the last 12 months.
- Circa £548k spent on agency workers over the last 12 months.



## Legal Services Agency spend

Service	Total Legal Services Spend over 12 months	Proportion of Legal Services total spend
Children's & Families Legal	£396,658	72.4%
Governance	£45,021	8.2%
People Place & Regulation	£25,888	4.7%
Regeneration Legal	£46,990	8.6%
Other	£33,113	6.0%
<b>Legal Services Total</b>	<b>£547,671</b>	<b>100.0%</b>

## Legal - work to reduce agency spend

Agency spend within the service continues to be high and is currently showing at £144K upto quarter 2. The majority of agency workers are recruited to work in the following roles:-

- In House Advocate
- Senior Locums
- Senior Solicitors
- Solicitors

Agency have been procured to cover vacancies, additional workload and long term sickness issues within the service. They have been deployed across;

- Commercial Legal
- Childcare Legal
- People, Place & Regulation
- Regeneration

Based on the evidence provided in relation to previous recruitment exercises and salary benchmarking for comparable roles it was agreed that a market rate supplement of £5k is attached to the Senior Lawyer, Grade 9 role the Principal Lawyer, Grade 10. This will be reviewed in 18 months in line with the Market Rate Supplement policy to determine if there continues to be a market issue. In light of this a new recruitment campaign has been designed and launched in November in order to attract legal professional to join to organisation.

# Our Apprenticeships/Training and Development

The current number of projected apprenticeship starts for the last three years within Legal Services is 13. Total levy spend in Legal Services since the levy was introduced in 2017 is £25k. Committed spend (for those already enrolled) is £37.k. This is 1.8% of the total levy spent and 2.8% of all apprenticeships across the Council. Numbers of apprentices and the standards they are working to are listed below;

## 2017/18

5 x Business Administration

## 2018/19

4 x Business Administration

1 x Customer Service

1 x Paralegal

## 2019/20

1 x Business Administration

1 x Paralegal

**13 apprenticeship places in total**

● Total: 21

# Legal - Grow Your Own Strategy

Legal Services recognises it is fundamentally important to the development of the service to have a robust grow your own policy

- We operate a successful workforce development group Chaired by a Senior Manager and have representatives from teams across the service and from Corporate HR/OD
- Since 2012 we have supported over 30 staff to become legally qualified
- We have provided in house training to staff and groups across many areas
- Apprentices - Corporate apprentices join the service in administrative roles. Apprentices have gone on to be appointed to trainee legal officer roles. We are keeping under review the development of higher level apprenticeships, including developments in the local provider market
- Trainee Solicitors - In 2014 & in 2016/17, 3 staff completed training contracts. All 6 staff were appointed to roles within the service, 2 staff commenced training contracts in June 2017 and qualified in 2019, both secured solicitor roles in the service. A third trainee commenced training on return from maternity leave in May 2018. 2 more trainees started their period of training on 1st July 2019. 2 staff members have achieved qualification by alternative means, the service has supported this and managers have facilitated movement across teams to allow the staff to gain the necessary experience
- Work placement scheme - We operate a work placement scheme for undergraduates who either reside or study in Manchester and Salford. Residents and students can apply via the City Councils website. We publicise the scheme with the Universities and Colleges in Manchester and Salford and attend the annual law fair. We offer a high quality placement.

# Legal - Grow Your Own Strategy

## Our People

"I was interested to see if the legal work differed at the Council from that of a private law firm; so applied for the Council's 5-day work placement. I spent time in the Property Team and found my placement well planned and structured. Each day I spent with a different person, learning and discussing different aspects of the work they did. People were interested in what I had to say, and even though my legal knowledge was limited, I was asked to do some research and help in important matters that they were working on.



Gabbi, Legal Officer,  
Property Team

On my third day I joined two solicitors from the Property and Commercial Teams on a walk to a site visit. They both explained to me the big project they were working on, were happy to answer any questions I had and seemed genuinely interested in me and my studies at the time.

In the final two days of my placement, I worked with the Commercial and Strategic Projects Team. Before my work placement, I had no idea that the Council is involved in such huge projects and that the legal team play such a huge role in it. As I enjoyed my work placement so much, I applied for the Legal Officer role that was available. I now work for the Property Team and absolutely love it."



MANCHESTER  
CITY COUNCIL

Legal Services

## Our Work



- Integration of health and social care across Greater Manchester
- Prosecution of illegal puppy farmers via a European arrest warrant
- Court action to protect vulnerable children and adults
- Tackling human trafficking and forced marriage
- Pioneering homelessness initiatives
- Funding adult education and skills training



MANCHESTER  
CITY COUNCIL

Legal Services

## Our Work Placements

Our legal placement scheme will:

- give you an understanding of how a busy local government legal practice operates
- demonstrate how we provide a high quality legal service within a local government setting
- give you an opportunity to explore what work local government lawyers do

- 6 places available
- 5 days during Easter 2020
- Experience in up to 3 of our legal teams
- Apply by 30 Jan 2020

To apply, visit

[www.manchester.gov.uk/legalworkplacement](http://www.manchester.gov.uk/legalworkplacement)

Or Scan



MANCHESTER  
CITY COUNCIL

Legal Services



# Legal - Grow Your Own Strategy

## Our People

"I completed work experience in two other local authorities before starting at Manchester City Council, which made me keen to pursue a career in local government. Working as a legal officer here was a brilliant opportunity to get involved in a wide variety of interesting matters, to work with experienced and supportive teams, and to develop the 'soft skills' which are essential for every lawyer. I was given the responsibility of managing my own files early on, which developed my client care, time management and organisation skills.



Lauren, Newly Qualified Solicitor, Commercial Team

I was advising clients, drafting, analysing evidence, conducting negotiations and court advocacy – most of which I had never done before starting this role. I received training, shadowed my team members, and was trusted with invaluable opportunities to practice these skills myself. These experiences built up my self-confidence enormously.

Three training contracts were advertised at the Council – I successfully applied and completed seats with the Commercial, Employment, Litigation and Democratic Services teams. The training contract was brilliant. I got involved with some really interesting, complex, high value matters in new areas of law. I was given lots of responsibility; and I was really pushed out of my comfort zone! I worked with fantastic legal teams, and I was well supported throughout the process by my training principal and by managers in each seat. During my final seat, I was delighted to successfully interview for a newly qualified solicitor role in the Commercial Team, which I started in January 2019. I'm very proud to be part of the Legal Team in Manchester City Council!"



MANCHESTER CITY COUNCIL

Legal Services

## Our Legal Team



- The largest local authority shared legal service in the country
- Advising Manchester City Council, Salford City Council and the Greater Manchester Combined Authority
- High quality, value for money legal advice
- 180 lawyers
- 30 different areas of law
- Multi million pound projects



MANCHESTER CITY COUNCIL

Legal Services

## Our People

"During my second year at the University of Manchester I undertook work experience within the Commercial, Planning, and Property teams within the Council's legal department. The placement provided me with an insight into the work of a dynamic and evolving legal practice alongside the political aspects involved in working in local government. Having enjoyed public law throughout my time at Manchester University I sought a career in which my work would touch upon aspects of politics, democracy and social change while enabling me to continue to engage with the law and legal concepts.

Following graduation in summer 2018, I successfully applied for a Legal Officer role within the Council's Commercial Legal Team. I have enjoyed a wealth of opportunities and worked on major projects such as HS2 and the multi-million pound Greater Manchester Housing Fund.



Cameron, Trainee Solicitor

I feel the legal team is really committed to the development of its staff and has supported me to be able to undertake my LPC at the same time as working. Also, despite only having worked for the Council for 9 months I was encouraged by my manager and team to apply for a training contract. I was successful and began as a trainee solicitor in July 2019. My first seat is in Children and Families legal, an area of law that is completely new, and am really enjoying it so far."



MANCHESTER CITY COUNCIL

Legal Services

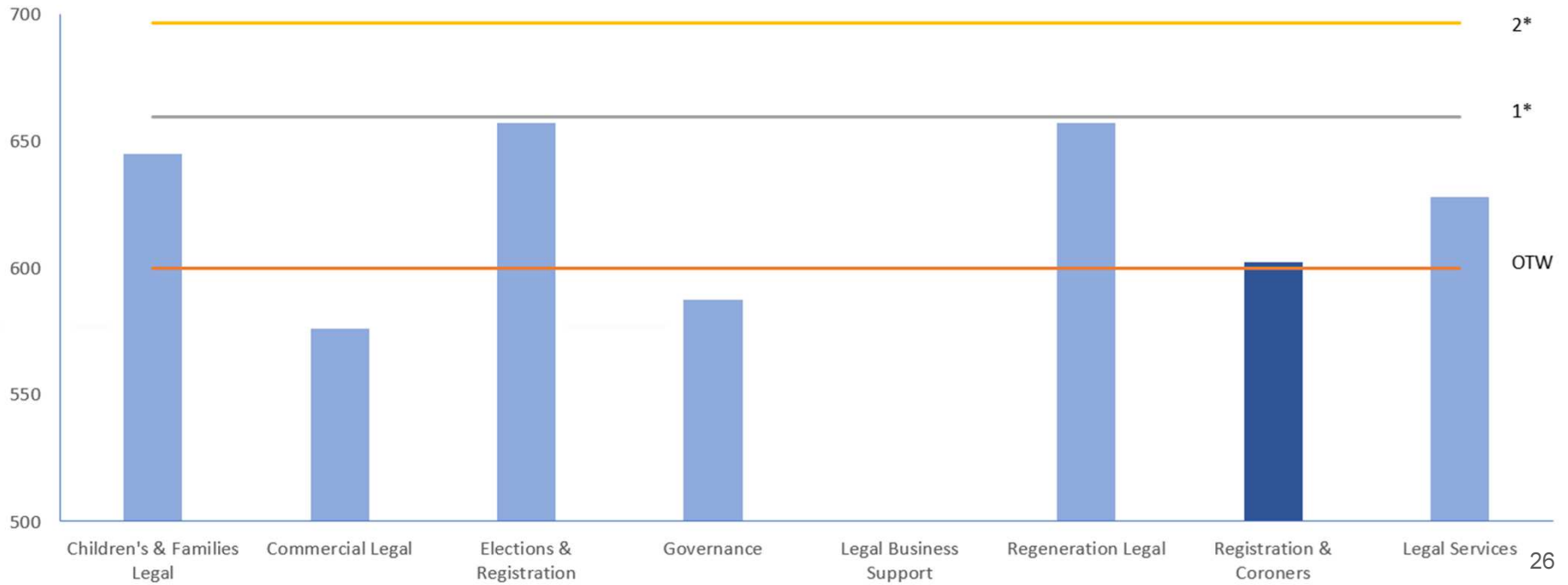




# b-Heard

## Legal Services b-Heard 2018 Scores

b-Heard Score	2017	2018
Legal:	599.7	628.1
MCC:	610.6	630.0



## Legal Services

### b-Heard 2018 Response Rates



**51%**  
Children's &  
Families



**60%**  
Commercial



**83%**  
Elections &  
Registration



**74%**  
Governance



**75%**  
Legal Business  
Support

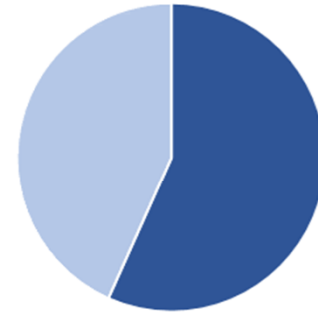


**53%**  
Regeneration Legal

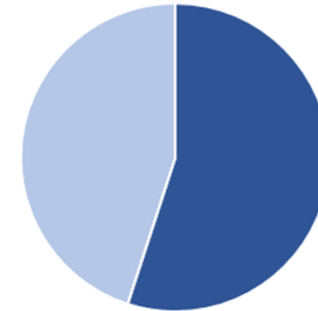


**40%**  
Registration &  
Coroners

**57%**  
Legal  
Services



**55%**  
MCC  
Total



## Legal Services

### b-Heard 2019 Response Rates

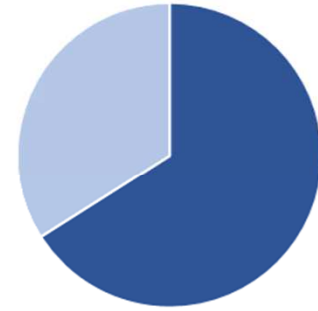


**63%**  
Children's &  
Families



**75%**  
Elections &  
Registration

**66%**  
Legal  
Services

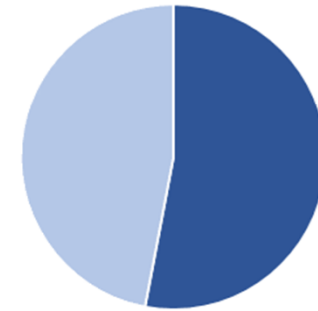


**60%**  
Governance



**80%**  
Other

**53%**  
MCC  
Total



**67%**  
People Place &  
Regulation



**71%**  
Regeneration Legal

## b-Heard 2018 - How did we Respond

### Legal Services - Progress on BHeard

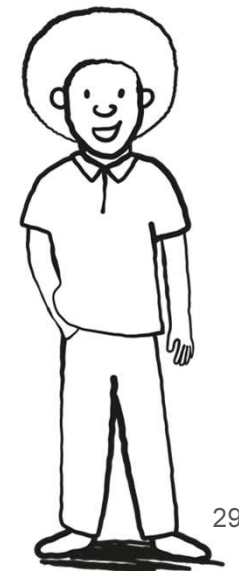
City solicitors division now overall in one to watch category. Overall CS firmly in OTW category 30 points increase 599.7 to 630.4 in 2018.

Following teams now are within the one to watch category:

- Regeneration Legal
- People Place and Regulation
- Children and Families
- Election and Registrars
- Registrars and Coroners

The overall score for children and families has reduced from one star to one to watch however this score is now more closely aligned to the rest of the service. Scores for fair deal were subject to the greatest level of change and this is reflecting the current market position. Some teams are 1\* and one team is 2\*

Governance and Commercial legal are outside this category but both have improved scores from last year.



## b-Heard 2018 - Our response cont..

- More staff completed survey 56.7% (increase in 33 responses)
- Our overall score is broadly same as the overall council score Leadership scores show positive improvements from last year. My company improvements across all areas and close to one star benchmark. My manager improvements across all questions from last year.
- When compared with one star services we need to make progress against fair deal
- Staff told us they wanted :-
  - More flexible work arrangement
  - Better ICT
  - Improve our communication
  - Provide more management progression
  - To think about how we encourage charitable work and give something back

# b-Heard 2018 - Our response cont..

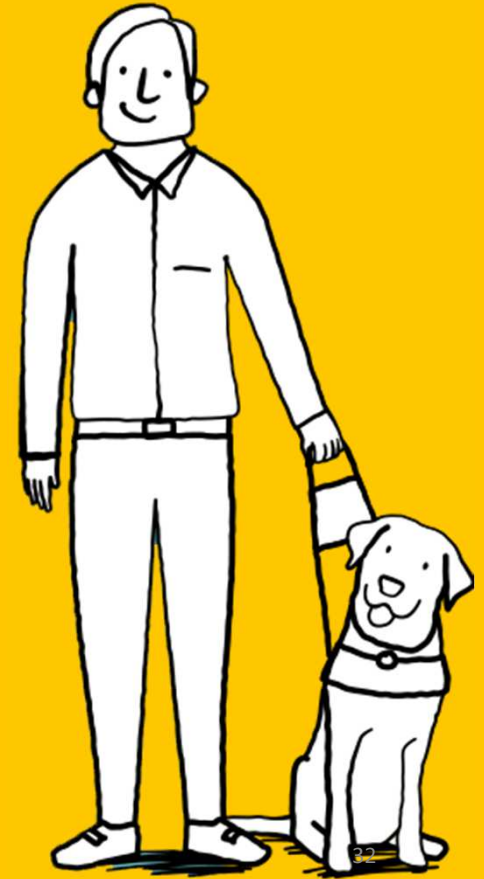
## How we responded

- Adoption of new flexible working policy
- Training - Managers attending the improved corporate training offer - Raising the Bar and Our Manchester Leadership Programme
- New softer skills training open to all
- Workforce Development Group - Review of how the training budget is spent.
- Development of a career graded role in the Regeneration group - a through 6 -9 grade.
- Refresh with communications of how we advertise our roles
- Market rate supplement for Grade 9 and Grade 10 roles in Children Care Legal.
- Creation of additional roles within the the Regeneration Group (also with a market rate supplement to support the high level of complex work)
- Creation of our City Solicitors Xmas awards
- City Solicitor drop in sessions and blog
- Volunteering promoted across service at staff briefings

# Challenges, Opportunities & Good News



MANCHESTER  
CITY COUNCIL





# Legal Services - Recruitment Campaign

**Launch of new recruitment campaign (this campaign is solely for Child Care Lawyers)**

CLICK [HERE](#) to view the blog post.

We have vacancies for Principal Lawyer Managers and Senior Lawyers

Position title: Principal Lawyers (G10)

Salary: £48,662 to £50,591 per annum\*

Position title Senior Lawyers (G9)

Salary: £43,813 to £47,683 (bar at £46,675)\* per annum

(inclusive of reviewable market supplement of £5,000)

Location: Town Hall Extension, Albert Square Manchester M60 2LA

Hours: 35

Contracts: Permanent (plus 2 fixed term contract vacancies for maternity cover)

Closing date: Monday 25th November 2019

Application: - Curriculum Vitae and Expression of Interest

# Legal Services - Recruitment Campaign

## Put your legal experience to work for Manchester

At the heart of everything we do is:

- the safety and needs of children
- high-quality representation of Children's Services.

Alongside this is effective teamwork producing incredible, outstanding results.

There is little else in life graver than a parent or carer losing a child from their care. How do we do this emotionally demanding work and not burn out? It's through teamwork – working together, trusting each other, combining our experience, and sharing our knowledge and expertise to get the right result.

We're not frightened to cry physical tears together, to laugh, interact, problem-solve, have difficult conversations and help each other. This promotes deep learning and a strong sense of belonging and common purpose, creating effective mutual relationships that achieve our team's goals.

Nationally, we're seen as a forward-thinking and outstanding legal group and council, always listening carefully to feedback, doing what we say we will – when we say we will and continually looking for better ways of doing things and achieving greater heights.

We feed on one another's contagious enthusiasm for our projects with a dynamic team spirit made possible by the synergism between us all.

# Legal Services - Recruitment Campaign

- ★ Are your skills and legal mind being rewarded?
- ★ Do you work together as part of a supportive team?
- ★ Is your work wide-ranging and varied?
- ★ Are you achieving your goals?

We don't recruit very often, so now's your chance to join us. Be part of an incredible journey.

## Here's what some of your soon-to-be colleagues say:

*"I have opportunities to grow and develop. My manager will support me to get to the next step."*

*"I attended an in-house two-day advocacy course. It was brilliant and I now feel a lot more confident in court."*

*'Our management team has combined local government legal knowledge of over 200 years!'*

*"The Council is conscious of a person's ability to manage their caseload and will work with you to ensure it is manageable."*

*"Efforts are made to ensure an employee's experiences are widened by providing opportunities to develop, usually by way of allocating a wide variety of cases."*

## Here's what some of our clients said about us:

*"Approachable and responsive to needs and requests."*

*"Excellent range of fee-earners, general can-do attitude."*

*"Straightforward advice, and ability to describe the advice in an understandable, accessible way."*

*"A strong desire to make new approaches work and demonstrating clear leadership about what is and isn't possible or appropriate. Also, a really good understanding of the complexities of integrated partnership working."*

# Legal Services - Workforce development

Some of the courses and training approved by Legal Workforce Development Group so far in 2019;

Professional Skills course x 2  
Charities - the role of the secretary  
New Data Protection Act  
Legal Practice Course x 4  
Scrutiny guidance Seminar  
Advanced Records Management  
The Compulsory Purchase Association National Conference 2019  
Housing Law Update - Shelter  
Public Law Children: Shaping new law into solution focused answers  
Commercialisation conference  
Inquest Conference  
Public Sector SIRO Training  
Cilex Level 3 Certificate x 2  
Cilex Level 3 Professional Diploma in Law and Practice x 5  
Cilex Level 6 Diploma in Law and Practice x 2  
Cilex Level 6 Professional Higher Diploma in Law and Practice x 3  
GDPR Practitioners Certificate  
Paralegal Apprenticeship  
Newly Qualified Solicitors Conference  
Leadership for Leaders  
Local Government and Social Housing Seminar 2019  
Court of Protection Seminar  
Practical Highways Issues Update

# Legal Services - Workforce development cont...

## Courses and training approved by Legal Workforce Development Group so far in 2019;

Challenge of Expert Evidence in Family Proceedings  
Community Care, Health and COP-DOLS Conference  
Cornerstone Barristers Housing Day  
Data Protection Practitioner Conference.  
Disclosure Conference – Hitting the Road Running  
Recent Innovations in Family Justice and Protection  
The effect of child neglect on development of health and well-being  
Child Concern - Intermediaries and Vulnerable Witnesses  
LPA Seminar Series  
Community Care, Health and COP-DOLS Conference 2019  
Homelessness, Housing and Allocations  
Homes, (Fitness for Human habitation) Act 2018  
Community Care, health and COP-DOLS Conference 2019  
Practical Highways Issues Update  
Senior Information Risk Owner – Webinar  
Employment Law Conference 2019  
Annual Housing Conference  
LG and Housing Conference  
Judicial Review - A step by step guide  
Greater Manchester Local Family Justice Board Annual Conference

## Legal Services - Our good News

We moved from Peter House back to the Town Hall Extension in May 2019, which has enabled most of the Division to be located on the same floor. To enable this we have had to move to a 7:10 desk ratio which in turn as meant we have had to embrace hot-desking and other agile forms of working. Feedback from staff has been very positive regarding this move.

Legal Services Staff have worked on a number of high profile projects supporting regeneration of the City and on projects to alleviate homelessness.

We've supported 2 elections this year so far and worked hard to protect vulnerable children and adults taking action to protect 348 Manchester children

The Debt Recovery team within Litigation had a record-breaking year, recovering over £1M in debt on behalf of our clients.

Neighbourhood Services achieved successful outcomes in a number of high profile cases. The Regulatory team concluded a long-running case involving the illegal import of puppies into the UK for sale through a puppy farm. The convicted defendant has been apprehended abroad pursuant to a European arrest warrant. The team succeeded in obtaining a substantial proceeds of crime order in the same case. The Community team has successfully resolved an extremely sensitive case in the Court of Protection, which had attracted national media attention.

We have continued our tradition of volunteering and fundraising and our Extended Leadership Team (comprising all managers within Legal Services who are not on LMT) are leading on a project to provide work experience for 16 – 18 year olds with the aim of providing opportunities for students who might not otherwise consider a career in law or have access to such opportunities .

## Legal Services - Our good News

- Congratulations - Jon Paramor - winner of the Corporate Core Directorate Employee of the Year and a finalist for the main Awards for Excellence
- Mental Health First Aid Pilot - the role of the Mental Health First Aider is to listen, reassure and respond (including in a mental health crisis situation) and signpost the individual to the support this is available. The First Aid role is not to provide therapy or counselling but to act as a first point of contact to provide initial non-judgemental support.
- Lexcel accreditation - independant law society quality mark. Our three year reassessment took place in September 2019. 36 staff were interviewed 35 open files were reviewed and 19 closed files. The assessor noted numerous areas of good practice;
  - Communication remained a strength with regular team meetings, staff briefings and a legal news bulletin.
  - A good suite of GDPR policies and procedures “the training delivered and ongoing efforts at awareness raising were proving effective” Numerous examples of reasonable adjustments being offered to staff were described during interviews.
  - Ongoing focus on mental health with a new related objective added to the service plan.
  - The assess noted that the service had increasingly embraced hot desking and other forms of agile working

# Legal Services - Our good News

- We annually survey our Clients our survey ran from 10th July with a closing date of 31st July. we sent the survey to 414 clients we received 118 responses achieving a response rate of 28.5%
- Overall 81.4 % of our clients rated us as good or excellent
- Clients rating for proactive can do approach was high at 85.6%
  
- Clients said that our strengths were that we were knowledgeable, approachable and helpful, we have a strong understanding of their service and that we were supportive and objective.
  
- Clients were asked to tell us our weaknesses they stated that they did not like when work was externalise and that capacity and workloads were an issue. We use the survey to inform the areas in which we need to improve and build the actions in to our business plan
  
- We held our inaugural Legal Services 'alternative' staff awards ceremony recognising our hard working staff in a fun way. We have also had 11 nominations for the Corporate Awards for Excellence, 3 of which are shortlisted for the final.
  
- Our Legal News Bulletin from the Deputy City Solicitor continues to provide a useful way to ensure staff are kept informed in a consistent way of issues and news that are of interest across the Department. Our City Solicitor has been holding regular drop in sessions where staff can discuss one to one any issues or to simply have a chat with her.
  
- 31 staff commendations were posted on our intranet site. A wide variety were received from Clients stakeholders and included the judiciary



# Legal Services - Volunteering



# Legal Services - Volunteering



CANCER RESEARCH UK

Share page Donate

Shamilla, Nabila, Zain and Zakir

Total raised  
**£3,526.12**  
+ £87.50 Gift Aid

137% of £3,000.00 target

Donate

Share page

Donating through this page is simple, fast and totally secure. Your details are safe with Cancer Research UK.

Latest updates

Filter by

My Photos

I'm taking part in Race for Life to raise money to beat cancer sooner  
@ Young Manchester on 2018-11-07 2018  
A member of 88766126

Story  
We are raising money as a family to help beat cancer sooner!  
- Nabila Miza  
- Zain Miza  
- Zakir Fazl  
- Shamilla Miza

ALL CAUSE  
All Cancer Types  
Cancer survival rates have doubled over the past 40 years. Consistent progress is being made but improvements to technology and groundbreaking work offer new opportunities to find different ways to prevent, diagnose and treat cancer and improve survival rates even further. Help Cancer Research UK improve results even faster.



# Highways Workforce

Presentation to Resources Scrutiny Committee

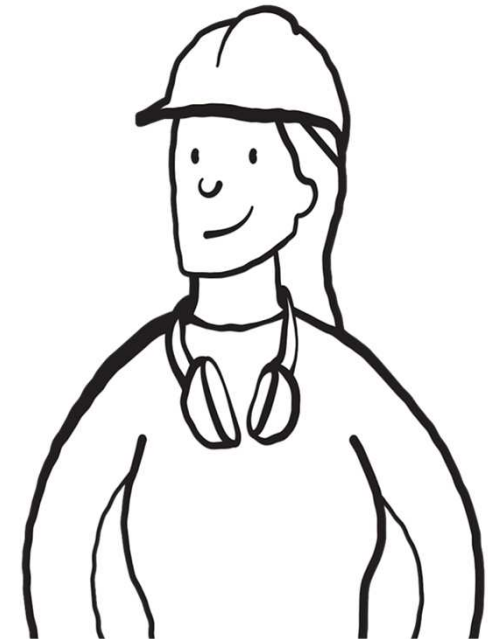
Steve Robinson, Director of Highways

29 November 2019



# Agenda

- Workforce Profile
- Highways Maintenance Health Screening
- People Management & Development
- Service Redesign Update



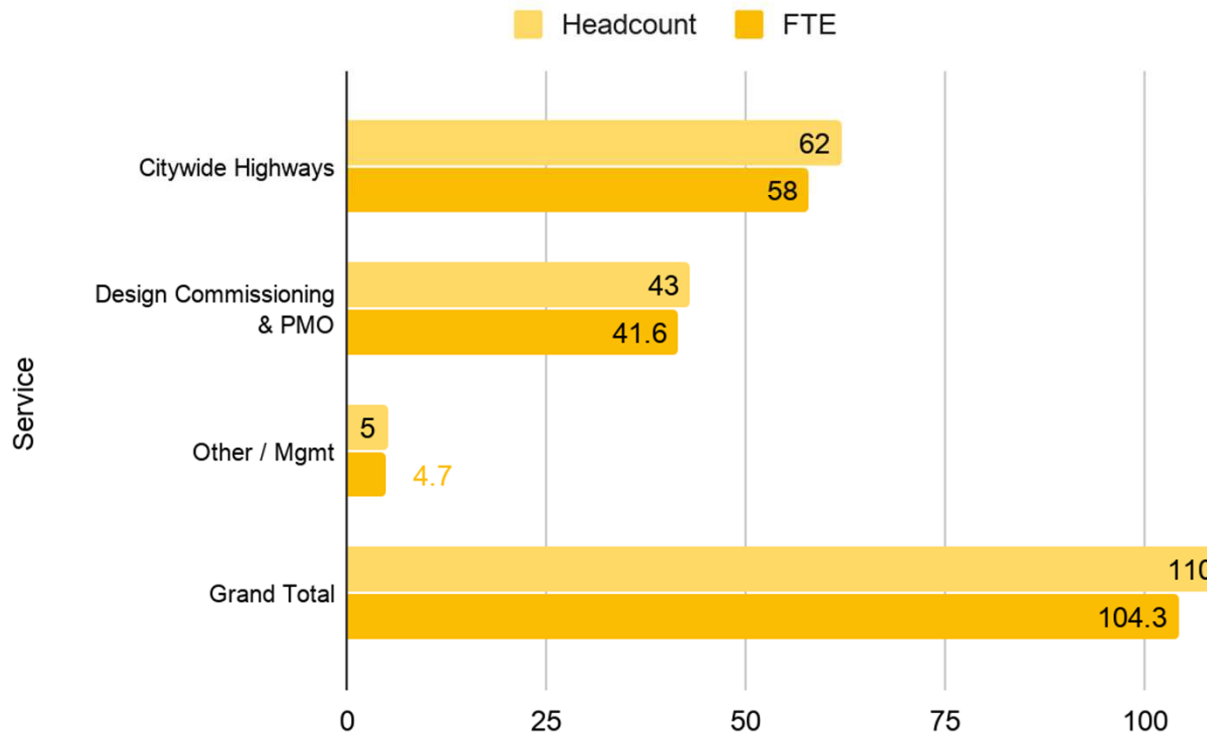
# Workforce Profile



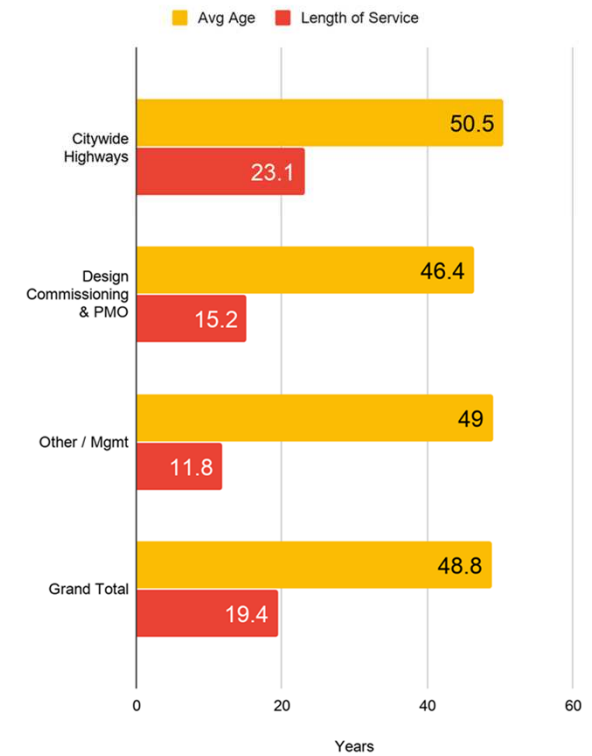


# Highways - Workforce Profile

Headcount and FTE



Average Age & Tenure by Team

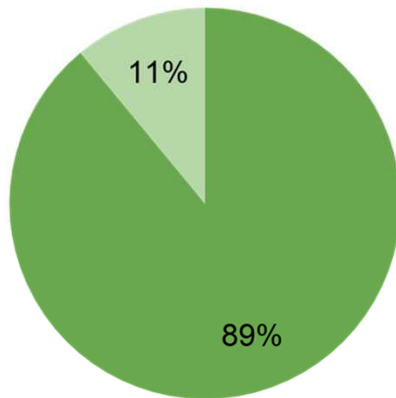


\*due to organisational changes (Maintenance & Parking) this data is not comparable to data supplied in February 2019

# Workforce Profile

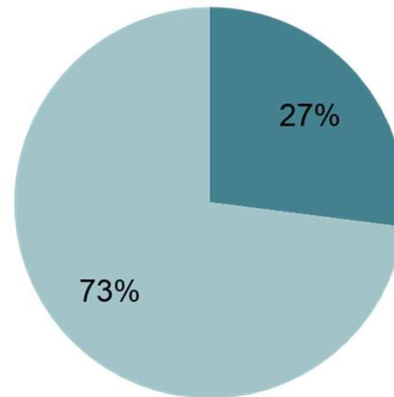
Comparatively the Council's workforce is 5.4% disabled

## Disability



• No • Yes

## Gender

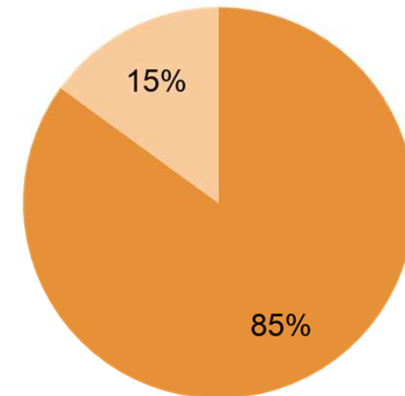


• Female • Male

Comparatively the Council's workforce is 66.9% female

Comparatively the Council's workforce is 22.5% BAME

## Ethnic Origin

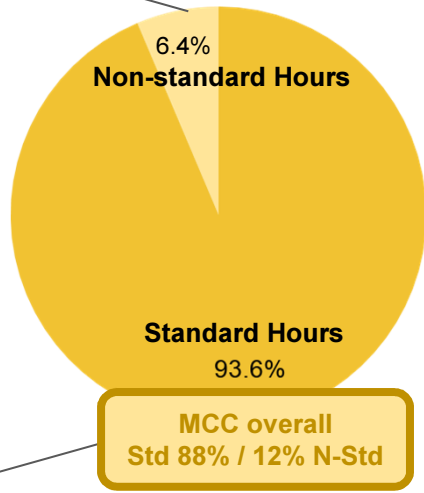
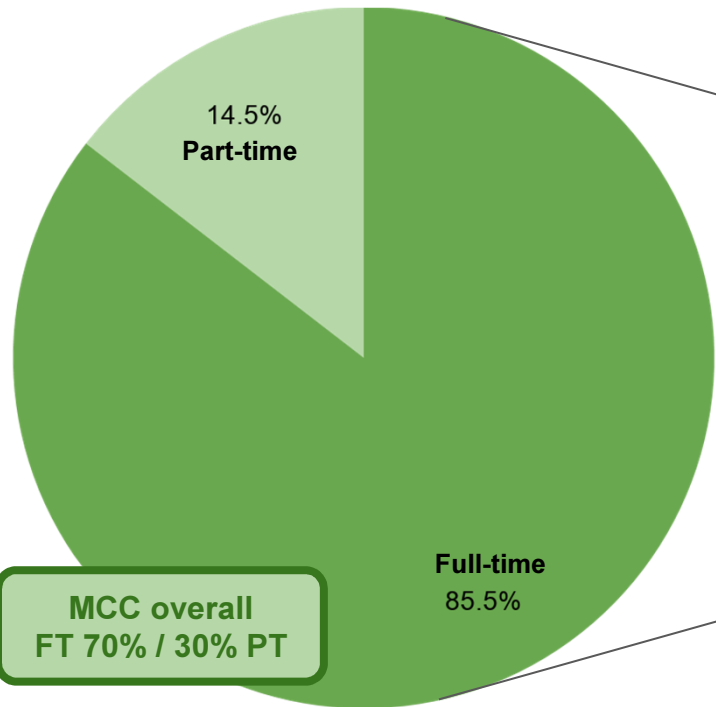


• White • BAME

All percentages are based on those who have provided a response

# Highways - Workforce Profile

**110 EMPLOYEES**



Vacancies	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grand Total
Design Commissioning & PMO			1	1	9		11
Citywide Highways	1	4		3	2	1	11
<b>Grand Total</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>11</b>	<b>1</b>	<b>22</b>

	Full Time	Part Time	Total
Citywide Highways	51	11	62
Design Commissioning & PMO	39	4	43
Other / Mgmt	4	1	5
<b>Grand Total</b>	<b>94</b>	<b>16</b>	<b>110</b>

	Standard	Non Standard	Total
Citywide Highways	47	4	51
Design Commissioning & PMO	37	2	39
Other / Mgmt	4	0	4
<b>Grand Total</b>	<b>88</b>	<b>6</b>	<b>94</b>



# Flexible Working Arrangements

Examples of agile and flexible working includes:

- Flexible working patterns encouraged to support work life balance
- Introducing new flex working arrangements in line with the service redesign
- IT equipment purchased to support agile, flexible and home working to support reduction in carbon footprint
- Office layout, design and furniture being reviewed as part of the office redesign
- Term time working

# Health & Wellbeing



## Highway Maintenance - Health Screening

Health assessments completed in January 2019 and is programmed to repeat at 12 monthly intervals. In line with the 2005 Control of Vibration at Work Regulations our staff undergo three tiers of assessment :

- Tier 2 – questionnaire, completed by all 66 manual staff and assessed by an occupational health clinician from Healthworks. Based on this 29 staff were clear of any symptoms and the remaining 37 were referred for a tier 3 assessment
- Tier 3 – Physical examination by an occupational health clinician, all 37 staff were examined at Healthworks, 10 were found to clear of any symptoms and the remaining 27 were referred for a tier 4 assessment
- Tier 4 – Physical examination by an occupational health physician/ specialist

\* Highway Maintenance previously known as Manchester Contracts

## Maintenance - Health Screening

Following examination of all 27 at Healthworks:-

- 2 people identified as having late stage 2 HAV's and declared fit for work but no further exposure to vibrating tool - so now undertake driving duties
- 10 people identified as having stage 1 HAV's and were declared fit for work with restricted exposure to vibrating tools and 9 people identified as not having HAV's but Carpal Tunnel Syndrome, they were declared fit for work with restricted exposure to vibrating tools - they continue to be deployed on highway maintenance activities but in a controlled way
- 6 people were found to be free of symptoms.

# People Management & Development



## People Management – Highways

- The Highways Workforce Board, Portfolio Board, Programme Board and Project Boards are all responsible for performance and productivity management with overall performance being governed by the Highways Improvement Board
- Performance managed via bi annual About You, monthly one to one's and team meetings
- 100% of About You's completed to date - intelligence used to inform training and development and specific areas of focus
- The volume of internal movement across the service is in part evidence of effective performance management as colleagues have had exposure to diverse areas of work to increase skill base, resilience, remove single points of failure and encourage development
- People development has a high priority within the service - those who want it get

## People Management – Maintenance

- 56% About You's conducted across Highways Maintenance, 32 (40%) outstanding due to absence, level and workforce scheduling. 100% to be completed by end of Nov 19
- About You's resulted in some development and succession opportunities

# Training & Development- Highways

Development (6 team members):

- 3 x team members undertaking apprenticeship (Project Management & Civil Engineering)
- 1 x team member successfully completed an apprenticeship
- 1 x team member undertaking Masters in Transport Infrastructure
- 1 x team member undertaking masters in Engineering & Transport Planning

Training Delivered Includes :

- 2 x team members attending Principles of Traffic and Transportation 20 week Evening Lectures (25th Sept 19 to 4th March 2020)
- Bee Network Business Case Training - 14th August 2019 (half day) - 3 attendees
- Protected Junctions - 19th October 2019 - 5 attendees
- Bee a Champion - 5 day training course - (4th -8th November 2019) - 6 attendees
- Lantra Traffic Management Course - (4/5th November 2019) 11 attendee's
- Carbon Literacy - 3 attendee's with more planned



# Training & Development - Maintenance

## Development

- 3 x team member undertaking Civil Engineering Technicians Apprenticeship

## Training delivered includes:

- CPC Driving
- Telehandler
- Small Plant and Tools
- Genie Hoist
- Attendance Management
- NEBOSH Health and Safety
- Risk Assessments and Safe Systems of Work
- Cut Off Saw/ Abrasive Wheel

# Service Redesign Update



## Previous Recruitment Update

The following progress has been made between March and October 2019 :

- Careers drop in event took place in April 2019 - advertised and promoted in partnership with the University of Salford and Manchester Metropolitan University, Walking with the Wounded
- Working with Women in Construction Groups to promote opportunities
- Introduced assessment centre recruitment approach for Engineer's
- Appointed 3 people on the basis of development - all have development plans in place and are progressing well
- 15 permanent appointments, of which 4 internal movements
- Engineering vacancies remained, however these were held pending the progression of the service redesign and recognition of phasing the number of new starters
- Developed and implemented a bespoke Highways Induction Programme

## Vacancies Filled

The following appointments have been made since February 2019:

- 1 x Team Leader (Grade 10)
- 2 x Project Managers (Grade 10)
- 3 x Engineers (Grade 8)
- 1 x Engineers (Grade 7)
- 3 x Engineers (Grade 6)
- 1 x Quantity Surveyor (Grade 9)
- 1 x Quantity Surveyor (Grade 8)
- 1 x Business Support Team Leader (Grade 8)
- 1 x CAD Officer (Grade 6)
- 1 x Project Control Officer (Grade 6)

## Why do we need the Service Redesign

The new model and structure addresses key capacity gaps across all areas of the service, including :

- Leadership and Management
  - Traffic & Road Safety
  - Design Engineers
  - Programme & Project Management
  - Contract Management & Maintenance
  - Client Office & Relationship Management
- 
- It has been designed and developed on the basis of a 'core and flex' model with an increase of 37 permanent FTE posts
  - Consultation with trade unions and staff has concluded, 90 comments received and responded to with some changes made as a result of feedback
  - Implementation commenced, completion planned by summer 2020 with this being embedded during the remainder of 2020

## Service Redesign Progress

- Expression of Interest (EOI) process adopted for highways staff to provide development and career opportunities for our people - 70 EOI received
- All EOI and Matching interviews to be concluded by end of January 2020
- Once EOI and Matching interviews concluded, remaining vacancies will be released across the Council on a tiered approach, first round of vacancies likely to be released in mid December 2019
- Remaining vacancies to be advertised externally and promoted to Walking the Wounded and Women in Construction groups
- Working in partnership with the Diversity & Inclusion Lead at TfGM to try and increase our reach to different groups and improve diversity in Highways

## Service Redesign Progress

- Colleagues in Highways Maintenance fully briefed
- Workshops taken place with colleagues in the Maintenance Service to share details of vacancies to encourage movement and development
- Expression of Interest Workshops taken place at Hooper Street and Bridgewater to support colleagues through the process
- Interview Training provided to anyone interested (30 attendee's)
- Two shadowing days have taken place for colleagues in Maintenance to enable people to gain a greater understanding of the business and roles and to support engagement with the EOI process

# Questions





**Resources and Governance Scrutiny Committee – Human Resources (HR) Subgroup  
Work Programme – November 2019**

<b>Meeting 3 – 2:00pm Friday 29 November 2019, Council Antechamber, Level 2, Town Hall Extension Deadline for reports: Wednesday 20 November 2019</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Legal Services Workforce HR Plan	To receive a report on Legal Services HR plan	Cllr Ollerhead	Fiona Ledden/ Jacqui Dennis	
Highways Work Force	<p>To receive a further presentation (or report) on the Highways Departments work force, to include:-</p> <ul style="list-style-type: none"> <li>• What percentage of staff in the service had had About You sessions with their manager and the reasons for any which had not taken place, whether this was resulting in improvements in performance and any capability procedures which had been started;</li> <li>• Information demonstrating that reasonable adjustments were being made for disabled staff;</li> <li>• What the impact on staff absences was of testing for health issues such as HAVS and making reasonable adjustments;</li> <li>• Information on any remaining vacancies in the service, including why they had not been filled, what the plan was to fill them and, if applicable, an analysis of the reasons that a particular post could not be filled. To also include consideration of</li> </ul>	Cllr Stogia (Executive Members for Highways, Planning and Transport)	Steve Robinson (Director of Operations)	See 21 Feb 2019 minutes

	apprenticeships and recruitment opportunities for groups such as ex-offenders and young people leaving care.			
Work Programme	To review and approve the current work programme.	-	Mike Williamson	

**Meeting 4 – Date to be confirmed,  
Deadline for reports: TBC**

<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Outcomes of the BAME review	To receive a report on the Outcome of the independent BAME review	Cllr Ollerhead (Exec Member for Finance and HR)	Helen Grantham (Interim Director of HROD)	
Work Programme	To review and approve the current work programme.	-	Mike Williamson	

Items to be scheduled				
Items highlighted in grey have been added to above meeting dates and will be removed from future work programmes				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
ICT Out of Hours Provision	To receive a report for information on the financial implications of the proposal to formalise out of hours provision within ICT for all fixed term ICT staff, and the standardisation of remuneration for out of hours provision	Cllr Ollerhead (Executive Member for Finance and Human Resources)	Ian Grant (Interim Director of ICT)	Recommendation from Audit Committee on 5 October 2017 for RGSC to consider
Adult Social Care staff training budget	To receive a report on the Adult Social Care staff training budget and explore the options available to provide assistive technology to front line staff.	Cllr Ollerhead (Executive Member for Finance and Human Resources)  Councillor Craig (Executive Member for Adults Health and Wellbeing)	Bernadette Enright (Director of Adult Social Services)  Helen Grantham (Interim Director of HROD)	Recommendation from Health Scrutiny on 6 February 2018
Our Ways of Working	To receive an update report at an appropriate time	Cllr	Helen	

– update	that includes information by directorate on the number of staff working part time, how many are formally working flexibly and how the OWOW was being promoted and taken up by staff.	Ollerhead (Executive Member for Finance and Human Resources)	Grantham (Interim Director of HROD)	
Review of the Council's Recruitment policy and processes	To receive a report on the Council's recruitment policy and processes and to include detail on the challenges experienced in recruiting and retaining staff within the Out of Hours Service.	Cllr Ollerhead (Executive Member for Finance and Human Resources)	Shawna Gleeson (Head of HR Operations)	Recommendation from R&G Scrutiny on 16 July 2019 (Min RGSC/19/39)