



Overview and Scrutiny Human Resources Sub Group

Date: Monday, 24 February 2020

Time: 1.45 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

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

Agenda

- 1. Minutes** 5 - 10
To approve as a correct record the minutes of the HR Subgroup meeting held on 29 November 2019.
- 2. Our People Plan** 11 - 24
Report of the Deputy Chief Executive and City Treasurer

This report provides an update on the development of a plan on a page version of Our People Plan in support of Our People.
- 3. Work Programme** 25 - 28
Report of the Governance and Scrutiny Support Unit

To review and agree the Work Programme for the Subgroup.
- 4. Exclusion of the public**
The officers consider that the following items contain confidential information as provided for in the Local Government Access to Information Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The Human Resources Sub Group is recommended to agree the necessary resolutions excluding the public from the meeting during consideration of these items.

An appeal process exists for members of the public who wish to appeal against the officers' recommendation for confidentiality. Anyone who does wish to appeal should contact the governance officer as soon as possible (preferably at least 48 hours) before the meeting.
- 5. Outcome of the 2019 BHeard Survey** 29 - 46
Report of the Interim Director HROD

This report details the outcomes of the 2019 BHeard staff survey and actions to be taken.

Further Information

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

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Overview and Scrutiny Human Resources Sub Group

Minutes of the meeting held on 29 November 2019

Present:

Councillor Russell – in the Chair
Councillors Clay and Stanton

Apologies:

Councillor Rowles

Also present:

Councillor Ollerhead, Executive Member for Finance and Human Resources
Councillor Stogia, Executive Member for Environment, Planning and Transport

RGSC/HRSG/19/17 Minutes

Decision

To approve the minutes of the meeting held on 15 October 2019 as a correct record.

RGSC/HRSG/19/18 Legal Services Workforce HR Plan

The Sub Group considered the presentation provided by the City Solicitor and Deputy City Solicitor.

The Deputy City Solicitor referred to the main points and themes within the presentation which included: -

- An overview of the structure of the legal services department;
- Providing an overview of the workforce profile;
- Data on the levels of sickness and the work undertaken to address this;
- Information on the use of resources and the work to reduce agency spend;
- An update on apprenticeships and training and development;
- Feedback from the b-Heard survey and the response to this; and
- Identified challenges, opportunities and good news.

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

- Welcoming the introduction of flexible working arrangements for staff and enquiring what measures were in place to ensure staff were not working over their contracted hours;
- Recruitment adverts should promote the offer of flexible working arrangements;
- What was being done to recruit to vacancies and information was sought on vacancies that were not being recruited to, noting that vacancies could contribute to stress levels experienced by staff; and
- Welcoming the Autism training for staff and managers.

In response to questions and comments from Members, the Deputy City Solicitor stated that staff had responded positively to the introduction of the flexible working arrangements. She stated that staff workloads were monitored through regular supervision meetings with managers and the system for the recording of work was robust to ensure that staff were working appropriately. She further commented that the culture and message to staff was clear in regard to workload and expectations regarding hours worked.

The Deputy City Solicitor commented that the market for solicitors was very competitive. She said that to address this, market supplements had been awarded to posts that were difficult to recruit to and it was anticipated that this would help with the recruitment and retention of staff. She further commented that the marketing of vacancies had been refreshed to attract prospective candidates and further consideration would be given as to where posts were advertised, including the use of social media. She further stated that the legal department worked closely with local universities to attract and retain local talent and they were committed to developing existing staff and utilising apprenticeship and work experience opportunities.

The Deputy City Solicitor further informed Members that a number of vacancies reported related to administrative posts, and a review of the legal services' support function would be undertaken in the new year.

In response to comments regarding the reasons for staff absence being stress and depression, the City Solicitor stated that this was not uncommon amongst the profession, especially within Children's Services. The Subgroup commented that Children's Services did not in fact have the worst rate of absence, and enquired as to whether there was a relationship between the levels of vacancy within a group, and the sickness absence rate. To address this the City Solicitor stated that staff were encouraged to talk openly with their managers and not to suppress any mental health difficulties they were experiencing. Members were informed that to further support this a number of staff had been trained to become Mental Health First Aiders, noting that the role of the Mental Health First Aider was to listen, reassure and respond and signpost the individual to the support that was available. The City Solicitor stated that all absences and the reasons for this were monitored and recorded across the different teams.

The Deputy City Solicitor, in response to a question regarding the use of agency staff informed the Members that agency staff were employed for time limited periods, notably to cover maternity leave and periods of long term sick. She stated that the cost of this agency spend was £30 per hour. The Subgroup expressed some concern that there remained ongoing vacancies, and queried why more permanent posts were not being filled. In response to a question regarding the take up rate of job offers following successful application the Deputy City Solicitor reported that this was approximately 80%. The Subgroup recommended that further analysis of why job offers were not taken up by successful applicants should be undertaken and reported.

Decisions

The Subgroup

1. Note the presentation;
2. Request a progress report in 6 months. This update report will include information on vacancies not recruited to; information on levels of sickness and absence and further analysis of the reasons why job offers are not taken up following a successful application.

RGSC/HRSG/19/19 Highways Workforce

The Sub Group considered the presentation provided by the Director of Highways.

The Director of Highways referred to the main points and themes within the presentation which included: -

- Providing an overview of the workforce profile;
- An update on the flexible working arrangements;
- Providing an overview of health and wellbeing arrangements;
- Providing an overview of people management and development; and
- An update on the service redesign.

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

- Requesting an update on Performance Managements cases;
- Requesting an update on staff absences;
- Requesting an update on vacancies and the approach to filling these;
- The cost of the use of consultants;
- Clarification was sought as to the reasons why the reported Boards had been established; and
- Did staff receive appropriate training.

The Head of Transformation (Highways) informed the Members that following the previous report to the Subgroup in February 2019 there had been a change to the configuration of the service. She stated that Highways Maintenance, formally known as Manchester Contracts no longer sat within the Highways Department. She stated that this service now sat within the Commissioning Service of Neighbourhoods Services, and Parking Services had transitioned to the Corporate Core. She further provided an update regarding the number of Return to Work interviews completed which was currently 89% for Highways Maintenance (formerly Manchester Contracts) and 96% as of Quarter 2 for 2019/20 for the Highways Department. She stated that the average days lost per Full Term Equivalent was currently 8 days per year which was higher than the corporate average, noting this was accounted for due to a number of long term conditions and due to a number of recent RTW expects this figure to decrease.

In regard to performance management cases the Head of Transformation (Highways) stated that there was one member of the workforce subject to informal performance management. There are two conduct cases in Highways Maintenance, one of which

had concluded with a warning for misconduct and the second, a gross misconduct case had progressed to the hearing stage.

The Head of Transformation (Highways) reported that following the service redesign, that included growth in staff numbers, there were currently 29 vacancies that they were actively recruiting to and it was anticipated that these posts would be filled by the summer of 2020. She further advised that the Department were using 33 consultants employed at a projected cost of circa £1.8m for 19/20, noting this needed to be understood in the context of the number and scale of projects to be delivered across Manchester, the recent service redesign and the core and flex resourcing model that is being introduced. She stated that it was envisaged that the number and subsequent cost of consultants would reduce as vacant posts were recruited to, but that it was anticipated that there would be an ongoing spend of around £500k/year on consultants because of the project-based nature of the work. The Director of Highways stated that the service redesign had recently commenced and the first two senior appointments made in the Highways Department are female. The Director also noted that consultant numbers reflected a necessary response to the increase in major projects and not currently having internal sufficient skills in the area of project management.

In response to a question from a Member regarding the recruitment of staff by the summer of 2020, the Head of Transformation (Highways) stated that historically they had experienced challenges to recruiting to technical posts. She stated that they had recently delivered a careers event that engaged with local universities, Walking With the Wounded and Women in Construction groups that had generated a high volume of interest and applications. That event was then followed up with an assessment centre day that had proven very positive and resulted in staff being appointed. She described that they were also keen to develop their own staff and lessons learnt from previous approaches to recruitment campaigns would be implemented further noting that they were keen to promote diversity across the service. She stated that the salary and benefits packages had not been identified as an issue in regard to recruitment, adding that the salary was very competitive.

The Director of Highways stated that the approach to recruitment was to promote Manchester as an employer of choice, offering the city as an exciting place to work with a number of large scale and high profile projects. He further commented that they were also planning for the recruitment to posts to future proof the service to assist with the planning and delivery of future anticipated projects.

In response to a question from a Member, the Head of HR Operations stated that the lessons learnt, case studies and good practice in regard to recruitment by the Highways Department would be shared with other departments. She said this would be done in addition to the recommendations arising from the BAME review to develop a tool kit, adding that this would include all protected characteristics.

The Director of Highways stated that the decision had been taken to align the Highways Maintenance staff with the Grounds Maintenance staff. He stated that this allowed for more employment opportunities for staff within those teams and the similarities between the two sets of workforce. He further commented that applications to the vacancies within the Highways Team from these staff was

encouraged and welcomed. He further clarified that all teams remained strongly connected and for example still used the Customer Relationship Management System to respond to requests for services. The Chair stated that she welcomed the development of Council staff.

In response to a question from the Chair, the Head of Transformation (Highways) stated that the most up to date figures regarding staff absences, following the service redesign would be provided following the meeting. She confirmed to the Chair that absence rates had increased in the Highways Department, predominantly in the City Wide Network Management service. The Director of Highways commented that this could be explained due to long term sickness absence due to surgical procedures and it was anticipated that these figures would improve in the next quarter. The Chair expressed some concern regarding this, given the number of interventions in place in the department, and that absence was a major focus of their previous report and it would have been expected to reduce in the intervening period.

In response to a question regarding the number of Boards that were described that were responsible for performance and productivity management, The Director of Highways stated that these were appropriate to ensure the necessary levels of governance and assurance were provided to the Highways Improvement Board. He further stated that this level of oversight and assurance demonstrated to managers and staff the importance of accountability and following Council due process. The Head of Transformation (Highways) provided a description of each Boards remit and composition.

The Director of Highways reassured Members that all Health and Safety staff training was current and up to date, with refresher training scheduled. The Director also confirmed that the previous day the Highways Health and Safety Board had met and confirmed the key risk assessments and mitigations to improve safety.

Decisions

The Subgroup

1. Note the presentation;
2. Request an update report in fifteen months time, which should provide sufficient time for the redesign to be fully implemented. Noting the service redesign this update report will include comparative, disaggregated data across all reported activities, including vacancies and sickness absence rates, for a three year period.

RGSC/HRSG/19/20 Work Programme

The Sub Group were invited to consider and agree the work programme. The Chair commented that she would consult with Officers regarding the timing of the 'Outcomes of the BAME (Black, Asian and minority ethnic) review' report that was scheduled for the next meeting and a date and time for the meeting would be confirmed.

She further commented that following the discussion at this meeting consideration would be given to scheduling the report listed as 'Review of the Council's Recruitment policy and processes'.

Decision

To agree the work programme subject to the above comments.

**Manchester City Council
Report for Information**

Report to: Human Resources Sub Group – 24 February 2020

Subject: Our People Plan

Report of: Deputy Chief Executive and City Treasurer

Summary

To provide the Sub Group with an update on the development of a plan on a page version of Our People Plan in support of Our People and to seek the views of HR Sub members.

Recommendations

To note the report.

1. Background

- 1.1 The Council agreed Our People Strategy in 2017 recognising the critical role the Council's workforce plays in delivery of the vision for Our Manchester. In agreeing the Strategy there was a recognition that the scale of change described would take time to achieve with its delivery timeline broadly aligned to the Our Manchester 2025 vision. See Appendix 1 - Our People Strategy.
- 1.2 Consultation with SMT and then SLG took place in October to review the priorities for Our People Plan for 2020 and beyond. In January Resources and Governance Scrutiny Committee received an update on progress and were consulted on initial thinking. See Appendix 2 - Report to Scrutiny 7 January 2020.
- 1.3 Feedback included:
 - Rationalise the plan with clarified priorities
 - Make it simpler with accessible language
 - Align to other activity
 - Be clear this is not an HR Service plan
 - Link to known workforce risks
 - To strengthen the focus on resourcing, talent development, succession planning, performance management, change management and addressing the health and wellbeing of the workforce.

2. Plan on a Page

- 2.1 A 'plan on a page' has been developed in response to the feedback received. This is a high level set of priorities setting out the key areas of focus and the specific connections. See Appendix 3 - Our People Priorities.
- 2.2 Since the last presentation the Council has received the Bheard Survey has been used to inform the high level plan on a page now proposed. Further the Council's Corporate plan has been refreshed and clarity on the council's overarching 'golden thread' has been developed.
- 2.3 Clearer links have been made to Our Manchester Behaviours and Our Transformation Programme as well as key emergent strategies for Zero Carbon and IT. Understanding of priorities has also been informed by a review of key workforce metrics.

3. Next Steps

- 3.1 Once approved Our People Priorities 'plan on a page' will form the basis for further engagement to co-produce specific action plans or refine existing action plans. They will then be published together as part of a wider communications plan.
- 3.2 This plan will be used to inform the HR Service Action plan and resourcing plans.

- 3.3 It is proposed that the final version is presented to the Resources and Governance Scrutiny Committee on 3 March 2020.

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Our People

Our Manchester

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

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



How we'll get there

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

We work together and trust each other

We're proud and passionate about Manchester

We take time to listen and understand

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

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

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



What can the Our People strategy do for me?

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



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

So what can we do for Our Manchester?

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

• **Our Manchester** •

Our way of doing things

• **Our Manchester** •

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee –
7 January 2020

Subject: Draft 'Our People Plan 2020/23'

Report of: Interim Director HR and OD

Summary

This report provides an update on the development of Our People Plan 2020/23 to deliver Our People strategy and gives an opportunity for the Resources and Governance Scrutiny Committee to comment on initial proposals

This work is progressing alongside the development of the Councils Budget for 2020 and it is intended to prepare a plan for approval at the Executive in February 2020.

Recommendations

The Resources and Governance Scrutiny Committee is asked to note the development of Our People Plan 2020/23 to support achievement of Our People Strategy and to comment on the initial proposals.

Wards Affected: All

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

Our People strategy sets out the ambition for the Council's workforce in terms of skills, knowledge and ways of working. Initiatives to deliver Our People detailed in Our People Plan 2020/23 will have a positive impact on the Council's ability to achieve all of its priorities and thus should have a positive impact on achieving the zero carbon target for the city.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	As one of the largest employers in the city, the Council can contribute to this outcome through its workforce of whom the majority are also local citizens. Our People Plan will set out the Council's approach to providing jobs within the Council in an inclusive way that ensures a diverse workforce that reflects the communities served.
A highly skilled city: world class	As one of the largest employers in the city, the

and home grown talent sustaining the city's economic success	Council can contribute to this outcome through its workforce of whom the majority are also local citizens. Our People Plan will set out the Council's approach for ongoing development of skills and talent.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	As one of the largest employers in the city, the Council can contribute to this outcome through its workforce of whom the majority are also local citizens. Our People Plan will set out the Council's ambitions in this regard.
A liveable and low carbon city: a destination of choice to live, visit, work	Our People strategy sets out the ambition for the Council's workforce in terms of skills, knowledge and ways of working. Initiatives detailed in Our People Plan will have a positive impact on the Council's ability to achieve all of its priorities and thus should have a positive impact on achieving the zero carbon target for the city.
A connected city: world class infrastructure and connectivity to drive growth	Our People strategy demonstrates how the Council will support its employees to contribute to this outcome. Priorities for this will be articulated in Our People Plan 2020/23 to ensure employees are properly equipped with the skills required to use technology effectively and deliver services appropriately in the future.

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Background documents (available for public inspection):

Our People Strategy as agreed in January 2017
<https://democracy.manchester.gov.uk/Data/Personnel%20Committee/20170111/Agenda/6. People Strategy.pdf>

Review of progress against Our People Strategy in July 2018
<https://democracy.manchester.gov.uk/Data/Resources%20and%20Governance%20Scrutiny%20Committee/20180719/Agenda/6. People Strategy.pdf>

1.0 Introduction

- 1.1 Our People strategy, agreed in Jan 2017, recognises the critical role the Council's workforce plays behind the vision of Our Manchester. In agreeing the Strategy there was a recognition that the scale of change described would take time to achieve with its delivery timeline broadly aligned to the Our Manchester 2025 vision.
- 1.2 Our People strategy sets out a compelling vision for a future workforce and workplace where our systems, processes and cultures are fully aligned with Our Manchester behaviours and where people have the skills, opportunity and support to perform at their best. - This, in turn, will ensure the Council can achieve the Corporate Plan and play its full part in delivering on the vision for Our Manchester.
- 1.3 In July 2018 a report to the Resources and Governance Scrutiny Committee provided an update on the delivery of the strategy and emphasised the importance of a continued focus on getting the basics right in terms of our organisational framework, systems and processes for people management as a key foundation for success. A summary of achievements is attached at Appendix 1.
- 1.4 During 2019 there has been continued activity to progress initiatives in support of the Our People strategy as well as the initiation of Our People Plan 2020/23 to articulate how we will continue to progress with Our People ambitions.

2.0 Background

- 2.1 There is an ever changing context for the Council and it is therefore important to regularly review key strategies such as Our People Strategy to take into account emerging influences and opportunities. Key aspects of the changing context include:
 - The Council's latest Budget Plans for 2020 and beyond
 - The Corporate Plan which has recently been reviewed and refreshed.
 - Development of Our Transformation programme
 - Outcome of the latest BHeard Survey when available
 - Outcome of Race Equality Review when available
 - Development of IT Strategy
 - Ongoing development of effective people management.
 - Opportunities and challenges of reform and integration with partners
 - Delivering the Adult Social Care Improvement Programme
 - Delivering the Children's locality model
 - The GM context and emerging new models of public service delivery as well as LGA research on the future of the local government workforce are also relevant
- 2.2 This context, along with learning from the last two years and horizon scanning for best practice informs the development of a draft 'Our People Plan' to include some of the emerging priorities against each theme, which we are

consulting on within the organisation and will inform the final people strategy. The diagram at Appendix 2 summarises the key themes.

Embedding a culture which lives and breathes the Our Manchester behaviours

- Drive work to embed the Our Manchester behaviours including continued utilisation of the Our Manchester Experience and a review and strengthening of the behaviour toolkit.
- Continue to progress with OWOW, modernising and improving ways of working for all as part of Our Transformation programme
- Develop a culture of high trust and high accountability with clear expectations of people, systems, and processes which help embed this.
- Continue to strengthen the organisation's approach to internal communications and engagement with a focus on ensuring the full workforce understand and can access our employment offer
- Deliver the annual Leadership Summit with a focus on making Our Manchester real
- Embed the new approach to induction, including a strengthened model for senior leaders induction
- Strengthen the use of employer supported volunteering to connect employees to our priorities and communities
- Develop a clear workforce approach in response to the Council's commitment to become zero carbon by 2038

Modernising and reforming our service models and approaches to delivery

- Play a leading role in driving forward work on the Health and Social Care Locality Workforce Plan, including identifying broader opportunities for collaboration and ensuring a focus on the employee experience and an integrated Our Manchester approach to the delivery of health and social care in the city
- Identify and drive forward opportunities to collaborate and improve place based service delivery as part of Bringing Services Together 'Workforce Relationships and Place Based Working' workstream
- Drive forward the workforce components of our key improvement programmes including the Adults Improvement Programme, Children's Locality Model development and Highways Improvement Programme
- Review our approaches and models for resourcing cognisant of emerging trends and opportunities around the Future of Work.
- Take full advantage of the opportunities to innovate and improve both employee experience and service delivery aligned through the growing digital agenda.

Driving an inclusive workforce and workplace, reflective of Manchester's diverse communities

- Agree and implement a new model for workforce equality engagement

- Review and strengthen our approach to general and specific learning and development in relation to equality and ensure equality, diversity and inclusion is implicit across our OD offer
- Review current policy and practice in relation to race equality
- Introduce a targeted approach to accelerating the progression of BAME and Disabled employees
- Review our approach to managing workplace adjustments to support disabled staff
- Deliver an annual programme of internal communications and engagement to celebrate our diversity
- Review our workforce equality, diversity and inclusion policy
- Strengthen our approach and narrative around recruitment to emphasise Manchester as a flexible employer which values diversity
- Deliver on the priorities identified in our Employee Health and Wellbeing Strategy including a continued focus on mental wellbeing and launch of a new approach to financial wellbeing

Developing workforce skills and experiences to meet the organisation's needs today and in the future

- Develop a formal Succession Planning and Talent Management framework
- Continue to deliver our public sector apprenticeship commitment maximising
- Develop approaches to strategic workforce planning to inform future workforce needs
- Develop an approach to support internal work experience and skills support
- Re-launch of the Council's approach to 'Graduate' recruitment
- Roll-out of a corporate approach to coaching and mentoring
- Developing an approach to basic skills development for staff
- Strengthen About You to include improved monitoring and tracking and an approach to identifying and supporting the development of employee potential.
- Review and strengthen approaches to supporting the employment of social value priority groups

Enabling and Supporting High Quality People Management

- Increase focus and engagement on managing attendance with the aim to bring down year-on-year absence levels in 19/20 closer to the sector average of 8.5 days
- Embed a new approach to learning and development planning, with more people accessing training in 2020 than before, our L&D budgets fully spent, modernised delivery approaches and a review of training budget allocation.
- Continue to strengthen our approach to resourcing, exploring new models to meet organisational needs, quicker recruitment and reduction in agency use
- Continue to improve and modernise our HR policy framework and guidance including a fundamental review of policy in relation to in-work staff travel.

- Review & re-launch our core leadership and management programmes using feedback and evidence, with a stronger focus on basic people management
- Launch a new programme for aspiring managers
- Improve the organisation's approach to performance management by up-skilling managers, reviewing our systems and processes and driving a more performance focused culture
- Review core people management systems and processes as part of Our Transformation programme

2.3 Work has commenced to consult widely with key stakeholder groups regarding Our People Plan 2020/23 with an intention to present it to The Executive on 12 February 2020 for approval. Key stakeholders will be managers, staff groups including the staff networks and Trade Unions. The final version will also be informed by the Race Equality review and the BHeard Survey results.

3.0 Recommendations

The Resources and Governance Scrutiny Committee is asked to note the development of Our People Plan 2020/23 to support achievement of Our People Strategy and to comment on the initial proposals.

The Our Manchester Strategy sets out the vision for the whole city in 2025 to be thriving, filled with talent, fair, a great place to live, and buzzing with connections. The plan for the Our People Strategy sets out 5 key priorities that will enable our workforce to help realise this ambition:

Engaging and enabling culture

P1 Develop and implement BHeard Action Plans across the whole Council.

P2 Continuing to embed Our Manchester Behaviours.

P3 Maximise engagement opportunities for all employees.

P4 Strengthen Leadership development to support high performing teams.

P5 Develop consistent approaches to change management.

P6 Develop and implement an accountability framework in line with Our Transformation Programme.

Future Workforce

P1 Support employees to derive maximum benefits from Our Transformation programme.

P2 Support employees to maximise the benefits of a digital world and workplace.

P3 Scope future workforce in the context of a changing world and our partnerships.

P4 Ensure employment policies and procedures are up to date and fit for purpose.

P5 Support the Council's ambition of Zero Carbon through education, working environments and travel.

Inclusive Employer

P1 Implement new approaches to workplace equality, diversity and inclusion with staff networks.

P2 Address the workforce recommendations of the Race Equality Review.

P3 Achieve Disability Confident Leader status.

P4 Support Greater Manchester Work and Skills Strategy priorities to improve workplace opportunities and outcomes for Social Value priority groups.

P5 Promote opportunities for all employees to give something back through employer supported volunteering.

Employee Health and Wellbeing

P1 Implement Health & Wellbeing strategy using available workforce intelligence and programme learning.

P2 Deliver opportunities for all employees to improve the balance between their home and working life through delivery of OWOW Phase 2.

P3 Improve overall levels of health and well being of our workforce by promoting healthy lifestyles and providing access to relevant support when their health is poor.

Personal Growth

P1 Create development opportunities that maximise personal growth.

P2 Introduce talent management and succession planning linked to 'About You' conversations.

P3 Increase levels of basic skills including digital to maximise the potential of our workforce.

P4 Develop a coaching and mentoring offer.

P5 Develop our managers to confidently deliver our workforce priorities, and services for Manchester.

Connections

- Corporate Plan
- Our Manchester Programme 2020/21
- Our Transformation Programme
- Zero Carbon Action Plan 2020-25
- IT Strategy 2020-25
- Council Budget
- Health and Social Care Integration
- Equality Objectives

Monitoring

- BHeard Survey
- Workforce Metrics
- Learning and Development Spend and activity
- Resourcing Metrics
- HR Service Metrics
- EDI Metrics

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**Resources and Governance Scrutiny Committee – Human Resources (HR) Subgroup
Work Programme – February 2020**

Meeting 4 – Tuesday 25 February 2020 at 10:00am Deadline for reports: Friday 14 February 2020				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Our People Plan	To provide and update on the development of a plan on a page version of Our People Plan in support of Our People.	Cllr Ollerhead (Exec Member for Finance and HR)	Helen Grantham (Interim Director of HROD)	
Outcome of the 2019 Beheard Survey	To receive a report on the outcomes of the 2019 Beheard staff survey and actions to be taken	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
Equalities within the Council's workforce	To receive a report that details how the Council is achieving and promoting equalities within its workforce	Cllr Ollerhead (Executive Member for Finance and Human Resources)	Helen Grantham (Interim Director of HROD)	
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)	Bernadette Enright (Director of Adult Social Services) Helen Grantham (Interim	Recommendation from Health Scrutiny on 6 February 2018

		Councillor Craig (Executive Member for Adults Health and Wellbeing)	Director of HROD)	
Our Ways of Working – update	To receive an update report at an appropriate time 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.	Cllr Ollerhead (Executive Member for Finance and Human Resources	Helen 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)
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)	

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By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
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