



## Overview and Scrutiny Human Resources Sub Group

Date: Thursday, 22 November 2018

Time: 2.00 pm

Venue: Council Ante Chamber, 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 and S Wheeler

## Agenda

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1. **Minutes** 3 - 8  
To receive the minutes of the HR Subgroup on 4 October 2018.
  
2. **Apprenticeships** 9 - 24  
Report of the Director of HROD  
  
This report provides an update on the Council's apprenticeship strategy and activity since the introduction of the apprenticeship levy.
  
3. **Our Ways of Working** 25 - 36  
Report of the Director of HROD  
  
This report provides an update and overview of the Our Ways of Working (OWOW) programme.
  
4. **Review of Workforce Practices - Education Services** 37 - 52  
Presentation by the Director of Education  
  
This presentation provides information on workforce practices within the Education Services division of the Children's Directorate.
  
5. **Work Programme** 53 - 56  
Report of the Governance and Scrutiny Support Unit  
  
To review and approve the Subgroups work programme.

## 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 **Friday 16 November 2018** 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 Thursday, 4 October 2018

#### Present:

Councillor Russell (Chair) – in the Chair  
Councillors: Ahmed Ali, Clay and S Wheeler

#### Also present:

Councillor S Murphy - Deputy Leader  
Councillor Ollerhead - Executive Member for Finance and Human Resources

**Apologies:** Councillor Andrews and Rowles

#### RGSC/HRSG/18/19 Minutes

#### Decision

To approve the minutes of the meeting held on 14 June 2018 as a correct record.

#### RGSC/HRSG/18/20 HR Policy Review

The Sub Group considered a report of the Director of HROD, which provided an update on work to deliver the agreed £3.2M savings target from employment policies, procedures and working arrangements across the 2017/20 budget period.

The Director of HROD referred to the main points and themes within the report which included:-

- The saving target of £200,000 for 2017/18 had been achieved through the introduction of a five day voluntary annual leave purchase scheme;
- The savings target of £1.5million for 2018/19 had been achieved and exceed through a number of measures which included:-
  - an adjustment to the standard vacancy factor used across the Council from 2% to 2.5%;
  - the release of long term vacancies in the Core;
  - a review of Council funded car parking passes and the creation for clear criteria for allocation; and
  - additional annual leave purchase, supported by an enhancement of the scheme to enable a further five days to be purchased and a voluntary Christmas closedown of non-essential Council services.
- Planned savings for 2019/20 included:-
  - a review of the Essential Car User (ECU) Allowance as an analysis had revealed that the vast majority of ECU recipients were not compliant with the minimum miles eligibility threshold in place under the scheme;

- an increase of the income target for annual leave purchase based on projected performance in 2018/19; and
- the introduction of a salary sacrifice model for pension AVCs
- Taking account for the above, there remained a £690K savings gap and an analysis of opportunities to close this gap was currently underway.

Some of the key points that arose from the Committees discussions were:-

- Clarification was sought as to what was meant by the term standard vacancy factor and what impact might this have on service areas where there was not high levels of vacant posts;
- What reassurance could be given that the Council effectively managing the staffing needs of the Core if posts that had been vacant for some time were now being removed;
- How many staff were likely to be affected by the review of the essential car user allowance;
- Had consideration been given as to the possible impact that the review of essential car user allowance may have on staffing levels;
- There was concern with the amount of agency and consultancy staff being engaged by the Council and it was felt that this was an area that required scrutinising further;
- What assurance could be given that the annual leave purchase scheme was not conflicting with demand within services
- Where was the additional £690,000 savings going to come from; and
- Could further explanation be given on what the proposal to introduce a salary sacrifice model for pension AVCs would entail.

The Director of HROD explained that for staff who were employed in NJC graded posts, the Council traditionally budgeted salary costs at the top increment of these grades less 2%. However, from analysis of the number of current vacancies and work force underspend it had been identified that that further budget savings could be made by adjusting the standard vacancy factor from 2% to 2.5%. Reassurance was given that although using the standard vacancy factor was the corporate standard for budgeting salary costs, this proposal would not be applied universally without due consideration and thought within each service area, to ensure that this did not have any detrimental impact on the delivery of services.

It was reported to the Sub Group that as part of the savings plan, a review of all current vacant posts was being undertaken to determine if they were truly required and specifically in terms of the Core, a piece of work was being undertaken to review the priorities and demand on the Core to ensure that it had appropriate levels of staffing. It was also reaffirmed that the £160k savings that had been made through work to release long term vacancies in the Core were permanent revenue savings.

The Director of HROD advised that a large proportion of staff that would be affected by the review of the essential car user allowance were Children's social workers. Officers were undertaking an analysis of the how many employees would be affected by this change and options were being considered in order to mitigate the impact. It was anticipated that notice would be given to the staff affected in November. The Sub Group was advised that there was some financial contingency in place should

these changes result in an increase in casual car mileage and further work on this would be undertaken on the potential impact on Children's Social Work workforce stability and feedback provided to the Group.

The Director of HROD agreed to provide an update on the figures in relation to agency spend. Reassurance was given that the Council was looking to reduce the need for agency staff, with circa 200 being currently engaged across the Council, excluding Adult Social Care Networks. It was reported that HROD did not currently collect data on the use of consultants centrally but would be working with key services to do so in the future and the use of IR35 had supported the Council to undertake a large review of its third party engagement which had resulted in significantly reduced costs. The Executive Member for Finance and Human Resources commented that there would be occasional need to engage consultants as the Council found it difficult to recruit to some posts due to the competitive offers from the private sector.

The Sub Group was advised that in relation to the increase in annual leave purchase scheme there was no conflict with the demands of service at present and the volume of staff that had requested to purchase additional leave was manageable. It was explained that the additional £690,000 savings needed to be achieved equated to circa 23 posts on an average salary and it was felt that through a review of existing vacancies these posts could be identified as not required resulting in achieving the necessary savings.

The Director of HROD explained that pension AVC's were currently made as additional payments by an employee from their gross salary, however, new guidelines allowed a shared cost arrangement between the employer and employee through a salary sacrifice arrangement, which would result in potential savings of circa. £200,000.

Decision

The Sub Group:-

- (1) Notes the report; and
- (2) Requests a further report on the agency and consultancy spend incurred by the Council.

### **RGSC/HRSG/18/21 Workforce Equality**

C agenda Can oen of you cover RGSThe Sub Group considered a report of the Director of HROD, which outlined the key workplace equality priorities that the Council had identified for specific action in 2018-19 and beyond in support of both the Council's corporate Equality Objectives and the Our People Strategy.

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

- The Council's workforce representation priorities;

- Achievement of an 'Excellent' re-accreditation against the Equality Framework for Local Government (EFLG) resulting in being one of a very select number of authorities to have retained the award in consecutive terms;
- The outcomes from the Workforce Equality Review undertaken in early 2018;
- The proposed response actions to the review which also aligned with the workforce outcomes of the EFLG reassessment process;
- How the Council would use its affiliation with the Disability Confident Employer framework to provide impetus to its disability-related activity;
- A programme of work to address the underrepresentation of BAME employees across the workforce;
- Apprenticeship opportunities;
- A refresh of the information and guidance of equality related information available on the Council's intranet which would provide an opportunity to undertake a gap analysis of areas where information or guidance needed refreshing, was not available or needed to be created; and
- Gender Pay Gap Reporting

Some of the key points that arose from the Committees discussions were:-

- Was any work being undertaken on or around social class as part of workforce equality;
- Was there any plans to enact upon the comments made in the Council's Workforce Equality review on how reflective or unbiased a recruitment panel could be if it lacked diversity;
- Had the council undertaken any form of mapping exercise to identify where employees lived within Manchester communities and the posts they held, with specific reference to those who may live in low super output areas;
- Did equality training differ dependent on the seniority of staff;
- It was suggested that Officers should undertake a piece of work looking at class of origin and class of destination within the workforce;
- How did the Council intend on ensuring that senior leadership opportunities existed for BAME and disabled staff;
- Had there been any monitoring of the level of protected characteristics across the workforce and those that have accessed voluntary redundancy in the last eight years;
- How did the Council promote its position as an equitable employer of choice;
- An explanation was requested on what was meant by reverse mentoring;
- What was being done to identify employees as disabled following return to work interviews in order for reasonable adjustments to be made;
- What could be done to address the negative perceptions that the Councils recruitment process was not necessarily fair to all and that promotion opportunities were sometimes biased;
- Did the Council collect data on those staff who had caring responsibilities;
- Did the Council monitor satisfaction levels of its staff; and
- It was suggested that more could be offered to by ways of flexible working/job sharing.

The Equalities Team Leader advised that the Council at present did not monitor social class as it wasn't felt that this was an issue that needed to be monitored. It

was commented that consideration was being given to address the comments made on the make-up of recruitment panels in the workforce equality review.

The Head of Workforce Strategy advised that a mapping exercise of where staff lived could be undertaken. The Deputy Leader commented that identifying someone's class was a difficult construct and the Executive Member for Finance and Human Resources added that there would need to be some caution in trying to correlate the progression of staff and whether they lived in a low super output area. There was also a need to ensure that any such exercise did not alienate staff who did not live within the city.

The Head of Workforce Strategy advised that the specific online equality training did not differentiate for staff, but there was additional specific training for managers who were on a Grade 10 or above. He also advised that the Council's Work and Skills Team had a number of scheme to help with entry to the work place for priority groups, which included a supported internship programme that had had a number of success stories to date, however, it was acknowledged that more proactive work was needed to improve progression opportunities for BAME and disabled people within the Council's workforce.

In terms of monitoring of protected characteristics, it was explained that the Council did undertake this and it was commented by officers that although the Council's work force had decreased by around 40%, the equality make up remained similar to 2010 levels. The Head of Workforce Strategy also advised that the Council produced an annual data set on key workforce equality metrics but it was agreed that the Council should do more to demonstrate that it was an equitable employer.

In relation to reverse mentoring, it was explained that the idea behind this was that both parties acted in the capacity of a mentor as well as a mentee which would result in both participants gaining something from the process.

The Head of Workforce Strategy explained that Return to Work (RTW) forms already asked whether an employee's absence had been due to a disability and guidance was available to Managers as to how to manage staff appropriately that returned to work with a form of disability, although, it was suggested that there was work needed to improve the conversations between managers and staff during RTW meetings in order to build a better understanding of expectations on both parties. The Director of HROD commented that there were toolkits available for Managers to enable them to support staff with protected characteristics.

The Group was advised that all Managers were required to undertake Recruitment and Selection training before they took part in form of recruitment and a s comprehensive suite of guidance, toolkits and support would be launched to help address the perceptions of a lack of transparency in the process.

The Director of HROD informed the Group that the Council did not collect statistical data on whether staff had caring responsibilities at the present moment, but the BHeard Survey did ask whether an employee had caring responsibilities. The Executive Member for Finance and HR commented that the Council could approach Best Companies to ascertain whether it could provide satisfaction levels for the

Council as a whole, as part of the survey findings, so not to risk identifying any individual member of staff.

Officers acknowledged that there was possibly more that could be offered to staff in terms of flexible working and a change in culture across the whole organisation to support new ways of working would be the catalyst for delivering this.

### **Decision**

The Sub Group:-

- (1) Requests that Officers submit a report to the February 2019 meeting that looks at staffs' social class of origin and destination from commencement with the Council to their final position of employment;
- (2) Requests that within the above report, the Sub Group be provided with a map that illustrates where employees live within Manchester communities and the posts they hold, with specific reference to those who may live in low super output areas;
- (3) Requests a report to a future meeting on the internal and external HR communications in relation to the promotion of the Council being an equitable employer of choice; and
- (4) Requests that the Sub Group be provided with an update at an appropriate time on the levels of satisfaction across the Council as detailed within the BHeard Survey.

### **RGSC/HRSG/18/22 Work Programme**

The Sub Group considered a proposed work programme for its next meeting on 29 November 2018.

### **Decision**

The Sub Group agrees the work programme of its next meeting.



**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee - Human Resources (HR) Subgroup – 22 November 2018

**Subject:** Apprenticeships Update

**Report of:** Director of HROD

**Summary**

This report provides an update on the Council's apprenticeship strategy and activity since the introduction of the apprenticeship levy.

**Recommendations**

To consider and comment on the information in the report

**Wards Affected:**

All

**Alignment to the Our Manchester Strategy Outcomes (if applicable)**

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	
A highly skilled city: world class and home grown talent sustaining the city's economic success	The availability of quality apprenticeships makes an important contribution to developing the knowledge and skills of the Council workforce and therefore the wider community
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	External apprenticeship opportunities are targeted at the Council's Social Value priority groups to support access to quality employment for these cohorts.
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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**Contact Officers:**

Name: Lynne Ridsdale  
Position: Director of HR & OD  
Telephone: 0161 600 8380  
E-mail: l.ridsdale@manchester.gov.uk

Name: Samuel McVaigh  
Position: Head of Workforce Strategy  
Telephone: 0161 234 3976  
E-mail: s.mcvaigh@manchester.gov.uk

Name: June Knowles  
Position: HROD Specialist  
Telephone: 0161 234 4955  
E-mail: j.knowles1@manchester.gov.uk

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**Background documents (available for public inspection):**

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

## **1.0 Background & Introduction**

- 1.1 In April 2017 the government introduced a levy on all employers with employee pay bills in excess of 3 million pounds, equivalent to 0.5% of their payroll spend. This formed part of a national strategy to increase the uptake of apprenticeships and reposition them as broader qualification route across the full range of professions. - The levy is paid to HMRC on a monthly basis but can be 'drawn down' by the organisation for payment of the cost of apprenticeship training and assessment. Levy funds cannot be used to pay for other costs, for example, apprentice salaries or the cost of administering and monitoring apprenticeship schemes. Any levy funds not spent by the organisation within two years will be clawed back by government centrally.
- 1.2 At the same time a public sector target was introduced for employers with over 250 staff, equivalent to 2.3 % of the workforce. The target for local authorities includes employees working in maintained schools.
- 1.3 Calculations carried out at the time of the introduction of the levy and public sector target predicted an annual levy payment of £1.4 million and a target of 283 apprentice starts between April 2017 and 31st March 2018 for the Council (including maintained schools). The estimated levy payment for April 2018 to March 2019 is £1.5 million with a slightly increased target of 318 apprentice starts.
- 1.4 In the context of the above, the nature of apprenticeships have changed significantly in the last 2 years. This has included the introduction of Apprenticeship Standards which give employers a far greater influence over the content and structure of apprenticeships themselves. In addition, there has been a significant growth in apprenticeship standards at advanced, higher, degree and postgraduate level. This has provided the Council with an unprecedented opportunity to utilise the apprenticeship levy to provide accredited development opportunities for the entire workforce. Work here has built on the Council's successful model of apprentice recruitment into entry level posts over recent years, supporting Manchester's social value priorities. However, the new model of apprenticeships has supported the Council to create an approach which now also supports the development and progression of the existing workforce at all levels.
- 1.5 The Council's apprenticeship programme has formed a key component of work to deliver Our People strategy and the remainder of this report provides an overview of work here over the first year and a half of this programme.

## **2.0 Progress to date**

- 2.1 When the levy was first introduced, five principles were agreed to guide the Council's apprenticeship strategy;
- Every new post and arising vacancy will be considered as an opportunity for an apprenticeship, either as a direct fill or backfill.
  - Apprenticeships are the preferred vehicle for all accredited learning.

- Any delivery costs (i.e. backfill or management support) will be met from within existing funds.
- Every opportunity will be taken to provide opportunities for those further from the employment market
- Plans will, on the whole, continue to be delivered within existing available apprentice standards. - We will, however continue and strengthen our influence on a range of priority developing new standards and consider taking a lead role in Standard development if and where this is necessary.

2.2 These principles remain at the heart of this work and have supported the achievements summarised below.

### **2.3 Growing our apprentice population**

- 2.3.1 Over the past 19 months the Council has seen a total of 254 employees accessing apprenticeship opportunities, committing circa. £1.6M of our Levy pot to the development of new and existing staff. This includes 200 starts in 2017/18 and 54 in 2018/19 to date, with a further 105 anticipated starts in the remainder of this financial year. – Whilst these figures fall below the public sector target noted above the reasons behind this gap are nationally recognised and explored further below, with very few local authorities nationally meeting the 2.3% figure. Excluding the target for community schools, the Council's target for 17/18 of 162 sign-ups was exceeded with 183 apprenticeship starts across the non-schools workforce which is a significant achievement.
- 2.3.2 192 apprentices starts over this period have related to existing employees accessing a relevant qualification, with the remaining 62 Manchester residents newly recruited, largely though not universally into entry level posts. The Council's new apprentice recruits over this period include 6 former LAC or Care Leavers.
- 2.3.3 Over this period over 30 different apprenticeship standards and frameworks have been utilised, a breakdown of which is included at Appendix 1. Whilst a high proportion of apprenticeships (40%) remain at the entry level (Level 2), the majority (60%) are now at Advanced, Higher, Degree and Postgraduate apprenticeships (Level 3 to 7).
- 2.3.4 In promoting apprenticeships as an option for all over the past year and a half, a focus has been given to emphasising that this is not simply a route for 'young people'. 9% of apprentice starts over this period have related to employees over the age of 49 and the intention is to consider how we can further grow the diversity of access to apprenticeships by involving some of these individuals in promotional case studies as described below.
- 2.3.5 It is worth highlighting that, in support of the above, work has also been undertaken to grow the corporate and peer support available to apprentices and their managers to ensure that individuals successfully complete their training and maximise the broader opportunities this brings.

### **3.0 Key Strands of Our Apprenticeship Activity**

3.1 In line with the five principles noted above, work in this area has focused across a range of areas. An overview of activity in each of these key areas is summarised below.

### **3.2 Recruiting apprentices to vacant posts**

3.2.1 The electronic form that is completed by managers and submitted to the Resourcing Team to request a vacancy to be filled now includes a question about whether the post presents an opportunity for an apprenticeship. Members of the Resourcing Team and Workforce Change Team have received training on how they can proactively advocate for apprenticeships and support managers in understanding the full scope of possibilities. As noted above, since April 2017 60 Manchester residents have been recruited to apprenticeship posts within the Council, not only into entry level posts but also into advanced, higher and degree level roles. This has, in large part, been supported by work to both communicate the opportunities posed by apprenticeships and this process change, which has worked to place apprentice considerations at the forefront of the recruiting managers' mind from the outset.

### **3.3 Apprenticeships as main source of accredited training**

3.3.1 By utilising apprenticeship standards to deliver professional accreditation we have been able to fund Institute of Personnel Development (IPD) accreditation in HR, Chartered Institute of Public Finance and Accountancy (CIPFA) in Financial Services, Chartered Institute of Legal Executives (CILEX) in Legal Services and management qualifications up to and including Masters level across several services. This would have cost the Council in the range of £100,000 from traditional sources such as Directorate Workforce Development budgets. In reality these budgets would have been unable to support this level of expenditure, meaning the number of people being offered these opportunities has increased, whilst also releasing funds in workforce development budgets to be used for other non-accredited development.

### **3.4 Releasing employees for training**

3.4.1 A central component of the apprenticeship model is a requirement that 20% of paid working time is allocated as 'protected learning' or off the job training time. Given the increasing delivery demands on services this has, perhaps, been the biggest barrier to supporting an increased take-up of apprenticeships. HROD has worked closely with managers to help them understand and explore options here which do not necessarily fit with the traditional 'day release' model of study. Indeed, in many areas apprentices can use their protected learning time to support broader project work or undertake work shadowing and learning within the workplace. In support of this a guide has been produced for managers to help them in ensuring apprentice learning is prioritised in the context of service demands. – In some cases, however thought may need to be given to developing a more structured

backfill arrangement to support apprentice release. Whilst this has not been needed to-date this will remain a line of enquiry as the Council continues to seek to maximise apprenticeship opportunities.

### **3.5 Promoting apprentice opportunities as widely as possible.**

3.5.1 All apprentice vacancies are subject to the Manchester residency criteria, with applicants that are either looked after children or people with disabilities guaranteed an interview. Extensive work has been undertaken with colleagues from Work and Skills, the Virtual School and organisations such as The Big Life, Breakthrough UK and Barnardos Leaving Care Service to reach out to target groups of residents to fill apprenticeship vacancies, prioritising the Council's Social Value priority groups namely:

- looked after children and care leavers;
- young people who are Not in Employment, Education or Training (NEET) or at risk of becoming NEET;
- young people involved in or at risk of being involved in the criminal justice system;
- long-term unemployed with an underlying health condition or complex needs;
- people with disabilities;
- older people;
- vulnerable adults overcoming a crisis or, domestic violence and abuse, rough sleepers.

3.5.2 Two pre-apprenticeship schemes have been utilised by the Council as a route to support individuals from these target groups to access apprenticeship opportunities and to increase the likelihood of their success in the workplace: the My Future scheme run by Manchester College and a Big Life/DWP work opportunity scheme. These schemes have given intensive support to 17 individuals and enabled them to successfully secure apprenticeship roles.

3.5.3 In support of this area, the organisation's revised Recruitment and Selection Policy and a refreshed approach to Work Experience are also acting to enable increased recruitment from across these priority groups.

3.5.4 The Council's externally recruited apprenticeship cohort over this period is also supporting work to increase BAME representation across the Council, with 31% of apprentices BAME compared to a general representation level of 24% across the organisation. There is clear potential here to go further in supporting the Council's work on racial equality by growing the recruitment of BAME apprentices and also using this as a catalyst to support internal progression. To support this the Council in the process of applying to the Education and Skills Funding Agency for Diversity Champion status for Apprenticeships and is carrying out focus groups with some of the Council's existing BAME apprentices capture an insight into their apprenticeship experience.

### **3.6 Standard Development and Innovation**

- 3.6.1 As noted above, the focus has been placed on delivering apprenticeships within existing Apprenticeship Standards. However, given the emerging nature of this area, significant work has taken place to both explore the opportunities for flexibility within agreed standards and also participate in work at a Manchester and Greater Manchester level to support the development of new and emerging Standards linked to organisational workforce development priorities.
- 3.6.2 Appendix 2 provides a case study of one of the most effective examples of this innovation; work in collaboration with Manchester Metropolitan University (MMU) to develop a bespoke Health and Social Care pathway in their management degree apprenticeship. This course is now commencing its second cohort, bringing together managers from across the Manchester Locality to undertake the generic Apprenticeship Standard, specifically tailored to the Health and Social Care context.
- 3.6.3 Also in the field of Health and Social Care, the Council is working with partners across the System to explore how apprenticeship standards can be more flexibly delivered to support emerging new integrated roles. This work is currently focusing on the Level 2 and 3 Standards and, in the first instance, on how staff can be offered a broader range of modules, linked to the core Diploma in Care qualification, to support transferability and progression across the system. – A workshop was held earlier this month, co-led by MCC and MFT, and involving a range of providers, to support this work.
- 3.6.4 The Council is also involved in a number of Trailblazer groups, which are made up of a selection of public and private sector employers nationwide and are authorised by the Institute for Apprenticeships to lead on the development of new standards. For example, the Council is co-chair in the Environmental Practitioner standard Trailblazer Group.

#### **3.6.5 Greater Manchester involvement**

Since the introduction of the levy the Council has been actively involved and supportive of the apprenticeship agenda being promoted across Greater Manchester. This has involved meeting regularly with apprenticeship leads from other local authorities, GMP, TfGM and NHS Trusts, coordinated by the Combined Authority, to share intelligence and develop a GM wide strategy.

The Council has also supported the development of a GM wide procurement system (DPS) which ensures apprentice training providers meet quality standards and enables economies of scale from joint procurement and cohorts.

At a Greater Manchester level, the Council is leading a collaboration project linked to the developing Revenue and Welfare Benefits Practitioner standard; working closely with Salford, Tameside, Trafford, Wigan and Oldham

Councils. The Council has also contributed to a range of GM events and initiatives, including celebration events for National Apprenticeship Week.

#### **4.0 Developing and Growing Apprenticeships**

4.1 The Council is continuing to explore and progress opportunities to grow apprenticeships across the organisation, both internally and through recruitment. Much of the future work in this area will build on the activity noted above. However, there are two further strands of the emerging Strategy for 2019 and beyond worth highlighting.

#### **4.2 Communicating the benefits and opportunities to the workforce**

4.2.1 To-date the focus of work to identify apprenticeships has been placed in work with managers and through Directorate workforce planning activity. Recently however, actions have begun to further support the workforce at large in understanding the potentials which apprenticeships can bring and encouraging employees to explore options for them through the 'About You' process, which has been strengthened to include a specific consideration of apprenticeship opportunities. To-date this has included the development of new, more user friendly guidance, for staff and a number of drop-in sessions facilitated by HR Specialists and providers. Going forwards, a range of case studies and targeted communications are being developed to promote the opportunities available. To support this, a range of quotes from recent apprentices are included at Appendix 3.

#### **4.3 Community Schools**

4.3.1 To-date uptake of apprenticeships from Community Schools staff has been limited and below the equivalent portion of the public sector target. This is, in part, due to the late development of a number of relevant Standards here. However, the budget challenges faced by schools and, in particular, the 20% protected learning requirement have also posed challenges.

4.3.2 Specific attention is now being given to promoting the message about the benefits of apprenticeships to maintained schools. Information sessions have been run, supported by a range of providers who offer schools related apprenticeships, for Headteachers and schools business managers. Specific guidance for schools has also now been provided via the Schools Information Hub which can be accessed by all maintained schools and the Schools Business Partner has promoted apprenticeships at Headteacher and Governors meetings. – The hope is that this will see an increase in starts here this financial year.



## **5. Transfer of apprenticeship funds**

- 5.1 Education and Skills Funding Agency (ESFA) funding rules allow for up to 10% annually of a levy payers funds to be transferred to another employer of their choice (raising to 25% next year) for use in funding apprentices training. The Council's transfer allowance has been confirmed as £152,000.
- 5.2 Work has been undertaken to explore opportunities for utilising this funding to increase apprenticeship opportunities in the commissioned homecare and residential sectors. This, in turn, would support the overall developing integrated career pathway for health and social care. However the response, feedback to date has not been encouraging with suppliers seeing the cost implication of the 20% off the job training as an insurmountable barrier. – This picture is similar to the experience of other boroughs.
- 5.3 HR are working with Work and Skills and Commissioners from MHCC to follow up these conversations, providing more detailed information to encourage interest and explore opportunities to mitigate the 20% off the job requirement. Opportunities in a range of other areas are also being explored.

## **6. Public Sector Target reporting**

- 6.1 In September the Council reported on progress towards the target set by Government and were able to confirm that the organisation had 200 apprentice starts in the period April 2017 to March 2018 achieving 70% of the target, the fourth highest in Greater Manchester. In responding to Government the Council noted three main issues limiting its ability to achieve more apprentice starts:
- A lack of suitable standards and delays in final approval by the Institute for Apprenticeships( IfA) of new and appropriate standards For example Pest Control Operative, Revenue and Welfare Benefits Practitioner and most significantly Social Worker standards amongst others.
  - The calculation of the public sector target based on Headcount as opposed to FTE which disproportionately impacts the Council given the high proportion of part time workers and apprenticeship rules which require a minimum of 30 hours contracted work to be eligible for an apprenticeship
  - The inclusion of Community Schools within the Council's target over whom the Council has limited control and for whom, if considered as a separate entity, would on the whole not reach the threshold of a Levy payer. This is also compounded by specific delays in Standards related to schools. (17 apprentice starts were seen in schools in 17/18 and 3 this year to date)
- 6.2 As noted above, funding rules imposed by the ESFA state that any levy payments in an employers account will be clawed back by Government if they have not been spent within 2 years of entering the account. These funds will then to be used by the ESFA to fund apprenticeship training for non levy paying employers anywhere in England. The oldest funds will expire first and the amount retained will be based on actual spend not on committed spend.

This is significant in that apprenticeship training providers are paid from the levy account on a monthly basis with amounts equally divided across the length of the apprenticeship, not 'upfront'. Therefore while the Council may have contracted with a provider for an apprenticeship lasting 4 years and considers the funding committed, in reality the actual spend at the 2 year stage will be less than half of what has been committed (the end point assessment of 20% weighting the cost of the apprenticeship towards the end of the programme).

- 6.3 Based on projected apprenticeship starts to the end of this financial year, a proportion of the Council's levy pot will begin to be clawed back from July 2020 (£57K initially rising to circa. £116K thereafter). – The Council can, of-course further delay and reduce this claw-back by supporting new apprenticeship starts as part of the 19/20 and 20/21 apprenticeship strategy.

## **7. Conclusion**

- 7.1 Whilst, on the surface, the apprenticeship levy represents an additional financial burden to the authority, a positive and proactive approach has been taken by the organisation. The Council has seized this opportunity to both increase the pace and scale of accredited learning for staff and further support quality jobs for Manchester residents, underpinned by accredited qualifications to support long term employment.
- 7.2 Going forward the Council will continue to promote apprenticeships as a learning opportunity for all and identify new opportunities to enable participation by the broadest possible cross-section of staff.
- 7.3 There is still enormous capacity for expansion and innovation here, particularly in the area of Health and Social Care integration and greater collaboration both with other Greater Manchester authorities but also with NHS partners across the city. As the core approach becomes business-as-usual a greater emphasis will be given to these areas.

### Appendix 1: Breakdown by Standard, role and grade

Standard	Type of roles	Range of Grades
Adult Care Worker Level 2	Reablement Worker Assistant Network Support Worker Assistant Wellbeing Officer	Grades 1 to 4
Business Administrator Level 3	Business Support Officer Admissions Officer Business Support Assistant District Administration Assistant Case Management Assistant Registrar	Grades 1 to 3
Data Analyst Level 4	Business Support Officer (Level 2) Data Analyst	Grades 4 to 5
Electrical & Lift Technician Level 3	Technical Officer	Grade 4
Lead Adult Care Worker Level 3	Reablement Worker	Grade 4
Operations / Departmental Manager Level 5	Support Coordinator Facilities Officer Admissions Manager Operations Manager Surveyor Team Leader Supervisor	Grades 4 to 6
Associate Project Management Level 4	Project Officer Reform and Innovation Analyst Work and Skills Officer Neighbourhood Officer Project Manager Neighbourhood Team Leader Office Manager	Grades 5 to 8
Business & Administration Level 2	Business Support Officer Level 1 Employee Assistant School Admin Officer Facilities Assistant Clerical Officer	Grades 1 to 3
Digital Marketer Level 3	Business Support Officer	Grade 4
Cyber Security Level 4	Environment Analyst	Grade 7
Senior Leaders MBA Level 7	Programme Manager	Grades 9 and above
Customer Service Practitioner Level 2	Neighbourhood Delivery Assistant Facilities Assistant	Grades 1 to 3
Operational Delivery Officer Level 3	Customer Service Officer	Grade 3
Assistant Accountant Level 3	Finance Officer Financial Administrator	Grades 3 to 5

Food Production & Cooking Level 2	Catering Assistant Assistant Cook	Grade 2
Team Leader/Supervisor Level 3	Assistant Market Manager Business Support Lead Admissions Manager Neighbourhood Officer	Grades 3 to 5
Hospitality Supervision & Leadership Level 3	Catering Assistant	Grades 2 to 3
Management Level 4	Teaching Assistant	Grade 3
Supporting Teaching & Learning in Schools Level 2	Lunchtime Organiser Teaching Assistant Admin Officer	Grade 3
Chartered Manager Degree Apprenticeship Level 6	Operations Manager Programme Lead Service Coordinator Contract Officer Team Leader	Grades 5 to 9
Professional Accountant Level 7	Finance Officer	Grade 7 to 8
Housing Property Management Level 3	Project Officer	Grade 4
Facilities Management Level 3	Supervisor	Grade 3
Property Maintenance Operative Level 2	Building Maintenance Manager	Grade 4
Children and young people's workforce: early years educator Level 3	Teaching Assistant	Grade 3
Management Level 3	Manager	Grade 5
IT, Software, Web and Telecoms Professionals (3)	Desktop Support Analyst	Grade 5
Playwork (2)	Teaching Assistant	Grade 3
Digital & Technology Solutions professional Level 6	SAP Technical Developers Delivery Analyst	Grade 4 to 7
Horticulture Level 2	Neighbourhood Operative Cemetery Worker	Grade 3

## **Appendix 2: Case study, Management degree apprenticeship (Health and Social care pathway)**

Early in 2017 as plans for the creation of the Local Care Organisation were taking shape discussions began as to how we could develop the management and leadership skills of those who would be managers and leaders in the new organisation. It was recognised that this would be a pivotal role in the new place-based locality and neighbourhood settings and that the effective management of multi-disciplinary teams would be key to the success of the new structure and for the integrated delivery of priority health and social care services in the city.

The introduction of the apprenticeship levy in April 2017 presented the opportunity to explore how we could use the levy to fund the development that was needed. We identified the Chartered Management Degree apprenticeship as a possible route and entered into discussions with one of approved apprenticeship training providers, Manchester Metropolitan University, as to how we could collaborate to create a suitable programme.

What emerged from these multidisciplinary discussions was a bespoke health and social care pathway which delivered a Level 6 (degree) management qualification which was structured in such a way to be relevant to managers working in the health and social care arena. The university brought together academic staff from both their School of Business Management and School of Health and Social Care to work with senior managers from the services to make sure that the content of the programme reflected the needs of managers working in those areas and to co-deliver the workshop sessions. The programme was also adjusted by taking account of employees prior learning and experience to reduce the time taken to complete down to 15 months from 4 years.

The first cohort of 12 Manchester City Council Health and Social Care managers commenced the programme in October 2017 into a mixed cohort of local authority and NHS Employees.

On the back of the success of this pilot group a second cohort has commenced the programme in October 2018.

### **Appendix 3: Apprentice Quotes**

“I most definitely recommend apprenticeships to anyone. Whether you're a school leaver, a graduate or an employee. They are the perfect option for anyone wanting to develop your career or someone entering the world of work for the first time. No matter your age or background, apprenticeships can benefit the best of us.”

**Business Admin Apprentice (Capital Programmes and Procurement)**

“The impact of having apprentices has reminded/encouraged existing staff to think about and take charge of their own personal development.”

**Manager (Legal Services)**

“I would definitely say that if anyone is looking to start an apprenticeship with the Council, they should go for it. Once they start the apprenticeship they will see for themselves how good it is.”

**Business Support Officer (Legal Services)**

“It's really good to understand the theory behind the work you're doing and how that applies to your role, all whilst you gain experience and a qualification.”

**HR Apprentice (HROD)**

“I would recommend having an apprentice to any manager within the Council as it allows the team to grow new staff with modern, relevant skills and existing staff have the opportunity to access a variety of courses for their own development and improve service delivery.”

**Manager (Data Governance)**

“You get a lot of support and everyone is right behind you in order for you to make the achievements. I would recommend being an apprentice to other people, if they are looking for a new challenge and to build up their skills it is very worthwhile.”

**Business Support Officer (Children's Services)**

#### Appendix 4: Apprenticeship starts by Directorate

<b>Achievements by Directorate</b>			
<b>Directorate</b>	<b>Apprentice Starts</b>		
	<b>External</b>	<b>Internal</b>	<b>Total</b>
<b>Neighbourhoods</b>	19	70	<b>89</b>
<b>Strategic Development</b>	1	13	<b>14</b>
<b>Corporate Core</b>	23	30	<b>53</b>
<b>Children's &amp; Education</b>	0	10	<b>10</b>
<b>Adults</b>	18	50	<b>68</b>
<b>Schools</b>	1	19	<b>20</b>
<b><u>TOTALS</u></b>	<b><u>62</u></b>	<b><u>192</u></b>	<b><u>254</u></b>

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**Manchester City Council  
Report for Resolution**

**Report to:** Resources and Governance Scrutiny Committee - Human Resources (HR) Subgroup – 22 November 2018

**Subject:** Our Ways of Working - OWOW

**Report of:** Director of HROD

**Summary**

This report provides an update and overview of the Our Ways of Working (OWOW) programme.

**Recommendations**

To consider and comment on the information in the report.

**Wards Affected:** All

**Alignment to the Our Manchester Strategy Outcomes (if applicable)**

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	As a modern, flexible, employer the Council will be leading by example in promoting quality employment for Manchester Residents.
A highly skilled city: world class and home grown talent sustaining the city's economic success	OWOW will support the attraction and retention of skills into the workforce
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Promoting flexibility in employment will ensure the organisation is truly equitable in its offer to current and perspective staff.
A liveable and low carbon city: a destination of choice to live, visit, work	OWOW will reduce staff travel and associated carbon reductions.
A connected city: world class infrastructure and connectivity to drive growth	

**Contact Officers:**

Name: Lynne Ridsdale  
Position: Director of HR & OD  
Telephone: 0161 600 8380  
E-mail: l.ridsdale@manchester.gov.uk

Name: Shawna Gleeson  
Position: Head of HR Operations  
Telephone: 0161 245 7517  
E-mail: s.gleeson@manchester.gov.uk

Name: Samuel McVaigh  
Position: Head of Workforce Strategy  
Telephone: 0161 234 3976  
E-mail: s.mcvaigh@manchester.gov.uk

Name: Richard Munns  
Position: Head of Corporate Estate  
Telephone: 0161 245 7226  
E-mail: r.munns@manchester.gov.uk

Name: Andrew Blore  
Position: ICT Strategic Business Partner  
Telephone: 0161 234 1882  
E-mail: a.blore@manchester.gov.uk

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**Background documents (available for public inspection):**

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

## 1.0 Introduction

- 1.1 Our Ways of Working (OWOW) is a fundamentally different approach to how, when and where we work. It seeks to support employees balance their responsibilities in and out of work and, at the same time, increase performance and productivity in delivering excellent services to the residents of Manchester.
- 1.2 The drivers for change are broad and include:
- The rationalisation of our estate
  - Reduced carbon emissions through less staff travel
  - Modernising the organisation as an employer to attract and retain talent which responds directly to staff feedback through Bheard
  - Supporting our employee wellbeing and equality priorities (including working carers)
  - Supporting the employment of our social value priority groups.
- 1.3 Through delivering on this agenda the Council will be 'Walking the Talk' in providing the progressive, modern and supportive employment offer as an exemplar to other organisations in the City in support of our Work and Skills Strategy. In progressing this work, support has been provided by Timewise, a social enterprise who champion flexibility in the workplace. The Council is currently progressing through the Timewise Councils' Programme to provide external accreditation of its approach and is currently awaiting the outcomes of this process.
- 1.4 The approach will be underpinned by a refreshed framework of workforce policies, an ambition to rethink and refocus our office design and a commitment to take full advantage of technology to enable smart and improve working.
- 1.5 Whilst the commitment is organisational wide, the offer will look and feel different across services, recognising the different models of delivery. For example, how OWOW works in frontline delivery teams will be very different to back office services. However, the commitment is for all staff to have access to part of the offer, this could include greater use of technology, ability to change work locations or the ability to work from home.
- 1.6 OWOW is not about looking at policies in isolation but rather is underpinned by ICT HR and Estates working together to support a modern employment offer which promotes flexibility for all staff whilst prioritising business delivery through a shift in organisational culture. OWOW is not a project or programme but rather the culmination of a range of interconnected strands of action.



## 2.0 Activity to Date

### 2.1 Leadership

- 2.1 To be truly successful OWOW must be led from the very top of the organisation, with Leaders not only supporting this way of working through their words but demonstrating their practical support through their actions.
- 2.2 An important first step in this process took place in December 2017 with the relocation of the Council's Senior Management Team (SMT) from individual offices within the Town Hall to an open plan office space on Level 3 of the Town Hall Extension. A session with the Council's Senior Leaders Group (SLG) (which includes the organisation's top 100 Leaders) has also taken place to set-out the OWOW ambition and encourage Leaders to make a personal and a Service pledge to support this. Further engagement took place at the Leadership Summit in October, which included all managers at Grade 10 and above.
- 2.3 There is strong leadership support for the OWOW ambition. However, leaders have highlighted a range of practical challenges to enabling both a shift to a culture of management by outcomes and in enabling leaders to embrace this way of working themselves. There is a clear overlap here to work in support of the new Employee Health and Wellbeing Strategy and in response to low levels of wellbeing at a senior level in particular, with SMT currently considering the outcomes of a recent SLG session on this theme.

## 2.2 Service and Manager Engagement

2.2.1 Our Ways of Working is reinforcing a more agile and flexible way of working - reducing our estates costs and moving to a more modern approach to working through having clear desk policy, a minimum of an 8:10 staff:desk ratio and encouraging greater staff flexibility - reviewing our approach as an employer to where, when and how we work.

2.2.2 An OWOW Programme Team which includes HROD, ICT and Estates have been undertaking intensive engagement at both DMT and team/service level which is having a significant impact on introducing, embedding and sustaining Our Ways of Working. - The approach is truly flexible and acknowledges there cannot be a fixed approach to OWOW - our services are diverse and the way those services are delivered are fundamentally different. Excellent service delivery must always come first but, beyond this, there are significant opportunities to support each service to operate in a more flexible way. This will mean different things in different services but can vary from the location staff work from, hours worked, the working pattern staff have etc.

2.2.3 Whilst we continue work with services to explore what OWOW will look like at a service level, there are minimum expectations in terms of our estate; an 8:10 desk ratio across all of our estate and a clear desk policy. In addition, as far as possible to support the desk ratio we need to move to hot desking arrangements, however accepting this will not work for all service areas. This not only enables more flexible use of desks but also supports data governance, increasingly important with GDPR, and for ensuring greater cleanliness.

2.2.4 Through engagement with individual services many services have already adapted OWOW principles, working with their staff to agree service specific working arrangements which include; reviewing office space, adopting ICT solutions and adopting formal and informal working arrangements to support colleagues with their work life balance.

2.2.5 Examples of what has been achieved to date include:

- Policy Research and Intelligence - adopted flexible approach including the majority of staff working away from the office 1 day per week, hotdesking
- ICT - adopted flexible approach to work with staff working away from the office and using technology to support this (e.g. dialling in or video calling into meeting), hotdesking. Maximising office space by relocating pods and re-purposing unused facilities such as the old printer hub
- HROD - Staff working away from office 2 x days per month supported by purchasing a pool of mobile devices available to all staff, creating a range of office work space including hot desks, touch down areas and informal meeting spaces. ,
- Legal - piloting new working arrangements including a bespoke flex scheme developed in consultation with staff

- Estates - review of work space, adopting new flexible working arrangements

## **2.3 Estates Rationalisation & Improvement Strategy**

- 2.3.1 From an estates perspective, Our Ways of Working sets out the principles, activities and behaviours required to transform the way our staff think about their work space to get the most from the office estate. This means thinking differently about work space and challenging traditional assumptions about offices – embracing the idea that work is what we do, not where we go.
- 2.3.2 More flexible working practices are at the heart of OWOW, and from an estates perspective they include adopting principles including the 8:10 desk ratio and adopting a clear desk policy as noted above as well as moving from individual offices to open plan working; reducing our reliance on paper records to reduce waste, print costs and storage; recycling more, taking responsibility for office tidiness, reporting issues through the FM Helpdesk and preventing tailgating through security doors.
- 2.3.3 The Council has been using the principles above to transform our office estate since 2010. The transformation has seen the Council dispose of poor quality offices such as Belle Vue and Wenlock Way, and refurbish the retained estate starting with the Town Hall Extension and including buildings such as Harpurhey District Office, offices at the Abraham Moss Centre in Crumpsall, Longsight District Office, Bold Street Offices in Moss Side and Etrop Court in Wythenshawe. Projects currently in design or delivery include the Our Town Hall Project, converting the former Hulme Library into a District Office, refurbishing Alexandra House, and developing the Gorton Hub, as well as refurbishing Hammerstone Road Depot, improving office space there.
- 2.3.4 The approach to office design, underpinned by OWOW, includes moving to open plan office accommodation from cellular offices; removing managers' offices, encouraging them to sit with their teams; providing dedicated kitchen and brew areas; providing a greater choice of work spaces, including touch-down space, bookable focus rooms, break-out areas and pods as well as traditional desks and meeting rooms; encouraging flexibility and supporting people to work from other floors, other buildings, on the go or at home as long as service delivery is maintained; improving welfare, cycling and shower facilities; encouraging a clear desk culture when work is finished, which promotes a tidy work place, helps the cleaners clean and improves information security; investing in better quality furniture, including better seating and providing lockers.
- 2.3.5 A key driver for this work has been to provide a more pleasant and efficient working environment for our staff, acknowledging the fact that more modern, quality workspaces increase staff satisfaction and productivity, and are an asset in recruitment and retention of staff.

The other driver has been to secure revenue savings through the more efficient use of our estate, including increasing capacity in our freehold

buildings to reduce lease costs. Our Ways of Working is at the heart of this. The last tranche of transformation that saw the disposal of Wenlock Way and Chorlton District Office (which was leased) saved around a million pounds in running costs. This saving would have been significantly reduced without the adoption of flexible working practices.

- 2.3.6 Alongside bigger refurbishments, the re-invigorated approach to Our Ways of Working, and continual developments in ICT mean office spaces are under continual review. Small changes can often make a big impact. For example, as a result of the ICT implementing smaller, more efficient printers, the large print hubs in many buildings are no longer required, and can be repurposed with bench desks, pods or soft seating to create informal meeting or work areas.
- 2.3.7 Working in partnership, the Estates, HR and ICT teams continue to conduct office layout reviews with each service's individual needs at their core; review & refresh meeting rooms and communal spaces; and continually review how our workplaces can promote employees health and wellbeing.

## **2.4 ICT Improvement and Development**

- 2.4.1 ICT is a significant enabler of OWOW. ICT is committed to help staff become more mobile, agile and connected through the deployment of secure, fit for purpose technology underpinned by a stable and robust ICT infrastructure. Over the past two years there have been several ICT projects that have supported OWOW from the roll out of new printers to the provision of a new type of collaborative meeting room on level 7 of the Town Hall Extension.
- 2.4.2 The ICT Strategy outlines the vision and the ICT capital plan identifies how ICT will deliver on this over the next three years. Examples of recently completed and upcoming OWOW ICT projects are:
- Roll out and rationalisation of the MCC printing estate - COMPLETE.
  - Removal of Blackberries and roll out of new smart phones and tablets - COMPLETE
  - Transition away from Lotus Notes email to a Browser based email (GMAIL) - COMPLETE
  - Supplying staff with an appropriate device to fit the way they work and to remove the end of life Wyse terminals from the estate. Delivered 19/20.
  - Design and configure a new Corporate wifi that will support mobile devices, agile working and working with partners. Delivered 20/21.
  - Update the end of life meeting room ICT equipment with robust, secure meeting technology that will support agile working and the roll out of assistive video technology within health and social care. Delivered 20/21.
- 2.4.3 Universal Access is a project that is designed to enable and equip all Manchester staff with the ability to receive, send and find Council information online. Prior to the delivery of Universal Access approximately 1400 employees did not have access to Manchester County Council online services such as email, intranet or services such as SAP for holiday bookings and

therefore it was increasingly difficult to communicate in a timely and consistent manner with all staff.

2.4.4 Throughout 2017 and 2018 over 1000 staff have been fully trained and been provided access to ICT equipment at their place of work through a combination of existing ICT equipment and new hardware. Further phases of the Universal Access project are detailed below:

- Phase 2 - This is to give intranet access to 350 staff who do not have a site base.
- Phase 3 - Roll out Manchester.gov email addresses to all MAES staff
- Phase 4 - This is to enhance access to MCC systems by providing all 1400 Universal Access staff with a G-suite account and approximately 100 managers access to SAP.

2.4.5 Phase three is being funded by MAES and is in delivery. Phases 2 and 4 are subject to business case approval. A business case is currently being developed.

## 2.5 HR Policy review

2.5.1 Whilst, as noted above, OWOW is not about policy, an effective and clear flexible working policy framework is an important dependency on success. Significant engagement has taken place over recent months and feedback has indicated that, on the whole, the Council's policy framework here is fit-for-purpose. There are however some areas for potential improvement and, in particular, there is a need to strengthen and clarify policy guidance and present the full range of associated policies together clearly and concisely. To support this, the intention is to take a report for endorsement to the January Personnel Committee including the following four key areas. This will be supported by strengthened guidance on the intranet which will also include the existing information in relation to **career breaks** and **flexible retirement** within the new flexible working policy pages.

### 2.5.2 *Special Leave*

The CIPD and Acas view is that when properly utilised special leave is part of a wider toolset of flexible working options that as a whole leads to a better work/life balance. - The current policy is being reviewed to improve the language and more explicitly emphasised the facility to support carers and foster carers with special leave where appropriate. The policy and guidance is also being strengthened in relation to disability related special leave (DRSL).

### 2.5.3 *Flexible Working Policy*

As part of OWOW and flexible working communications/workshops there has been a renewed focus on considering requests for flexible working. Following a benchmarking exercise and consultation, assurances can be given that the Council's Flexible Working Policy aligns with current good practice and is fit for purpose.



2.5.4 However, as the most recent policy was published in 2010 the language is being refreshed where appropriate to improve accessibility through the use of plain English. This refreshed policy will form part of the communications to raise awareness of flexible working arrangements ensuring that (as stated in the current policy): *‘requests to work flexibly should be viewed with the presumption that they will be granted, unless there is a genuine business reason for not doing so’.*

2.5.5 As OWOW becomes embedded, this policy will also support an increased focus on the way in which the Council recruits and advertises for new employees with the aim of building flexibility into this process from the very outset.

#### 2.5.6 ***Ad hoc Working from Home***

As part of the drive to embracing OWOW, staff in a broader range of areas are being encouraged work away from their usual location (where appropriate) on an occasional basis. Whilst there is no intention to develop a formal ‘policy’ on this area as existing policy provision is seen as appropriate, guidance for staff and managers is being developed to confirm the corporate message which incorporates the ‘three Ps’ as described below:

Planned	Present	Productive
<ul style="list-style-type: none"> <li>Working away from office should be planned in advance with managers approval.</li> <li>Employees need to be flexible about when they work away and avoid following a pattern. Individual circumstances should be looked at on a case by case basis, however employees must attend work at the office if required.</li> <li>Working from home days recorded in a google team calendar.</li> </ul>	<ul style="list-style-type: none"> <li>Use dial in / google hangouts to join meetings.</li> <li>Be contactable during your working day. There should be a clear understanding of when the employee should work and be contactable.</li> <li>Work phones should be forwarded to mobile where possible.</li> </ul>	<ul style="list-style-type: none"> <li>Expected outcomes of work agreed with manager beforehand.</li> <li>Should not be used as an alternative to other commitments, such as childcare. Can be used to work around commitments, such as picking up children from school.</li> <li>Individual arrangements for Working from home may be reviewed if productivity reduces.</li> </ul>

#### 2.5.7 ***Flexible Working Hours Scheme (flexitime)***

A policy review has confirmed that the current flexible working hours scheme remains fit for purpose, since its establishment in circa 1993 a range of local variations have been agreed and the range and volume of these have increased in recent years. Feedback from services that have introduced variations, from the organisation as a whole following consultation exercises,

and from engagement with the Trade Unions has informed the development of a plain English, accessible version of the current scheme with a clear process for agreeing local variations.

## **2.6 Associated Workstreams**

2.6.1 As noted above, OWOW is not a project or programme but rather the culmination of a number of interconnected strands of action. Before summarising the next steps in taking this work forwards it is worth highlighting four further separate workstreams which will ultimately contribute to the success of OWOW.

### **2.6.2 *Leadership and Management Development***

Effective line management and visible leadership are perhaps the two most essential success criteria for OWOW. As part of the review of the Council's Leadership and Management programme planned for the coming five months, thought will need to be given as to how managers are effectively supported to manage a more flexible workforce and, in turn, how they are equipped to work more flexibly themselves.

### **2.6.3 *Workforce Equalities***

A report on workforce equalities was presented to this Committee's last meeting. As this report noted, the independent review undertaken of employee attitudes to equality emphasised that staff often felt stronger about the need to recognise and support individual flexibility as opposed to providing equality specific interventions. OWOW will clearly therefore support the organisation's ambition here

### **2.6.4 *Staff Travel***

Work is underway to review the Council's full range of support and discounts for staff travel. OWOW will see a wider variety of working patterns and movements for staff and a strengthened source of guidance and discounts here will help enable success and also support the overall carbon reduction agenda.

### **2.6.5 *Being Our Best Selves: Our Employee Health and Wellbeing Strategy***

The Strategy notes the strong connection between 'good' work and wellbeing. OWOW, in seeking to provide increased flexibility for staff whilst continuing to prioritise business need, will be crucial in supporting the 'high quality working life' strand of this Strategy.

## **3.0 Conclusion**

3.1 As noted above, the Council is awaiting the results of its application to become a Timewise accredited Council. This accreditation process has included the development of an action plan to take forward OWOW activity which focuses on the main work areas summarised in section two above. Central to this will be ongoing engagement and communication with staff and managers to understand the extent to which OWOW is being felt across the organisation.

Having rolled out a number of successful initiatives in the Town Hall Complex, the ambition is to roll this out across all the estate and across the entire workforce. Perhaps the first indication of the effectiveness of this work this will be available at the end of this year when the results of the 2018 BHeard Survey are published. This survey will be key to informing the next phase of OWOW action.

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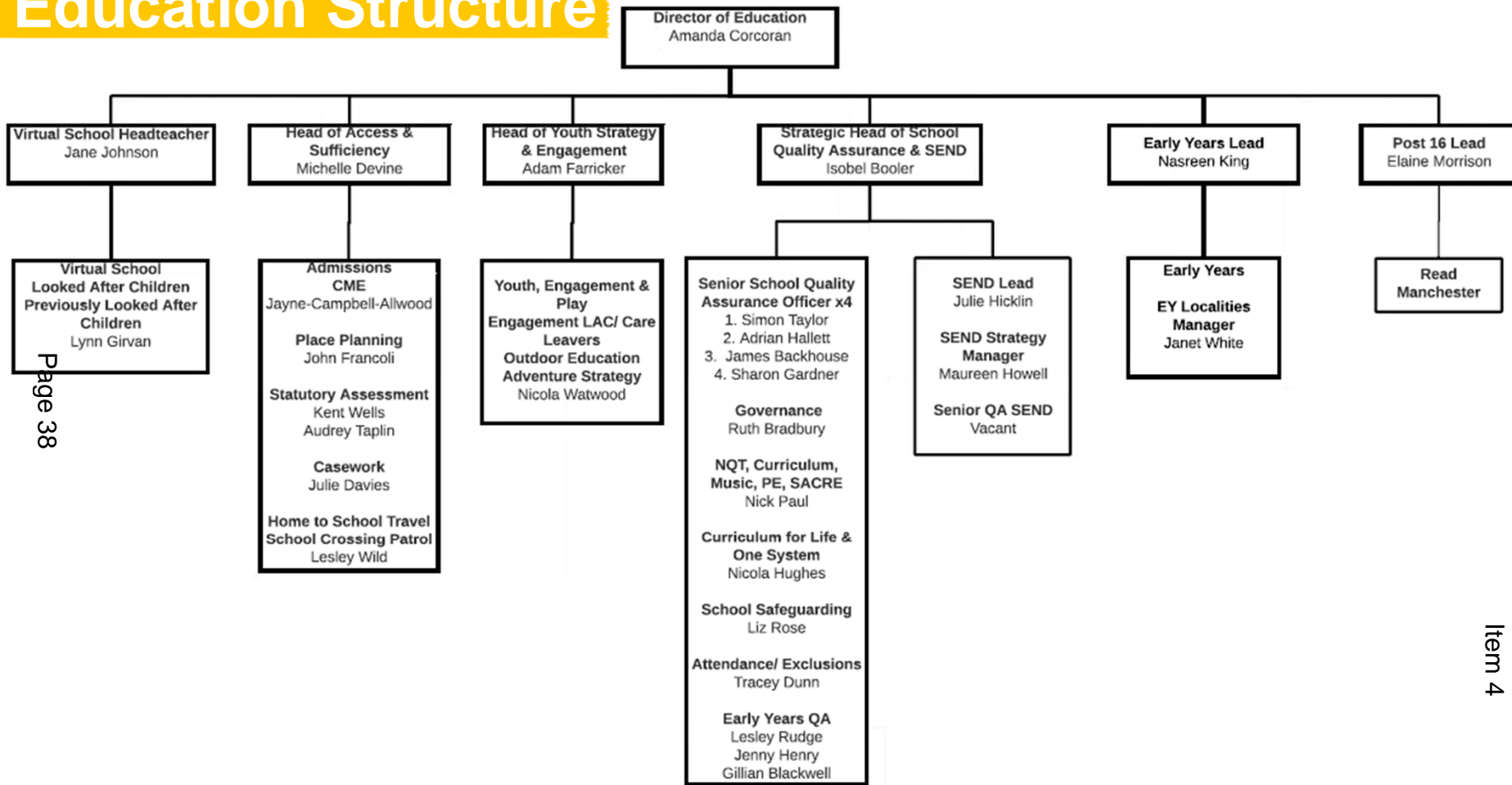
# Education Workforce

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Presentation to Resources Scrutiny Committee  
November 2018

Amanda Corcoran - Director of Education

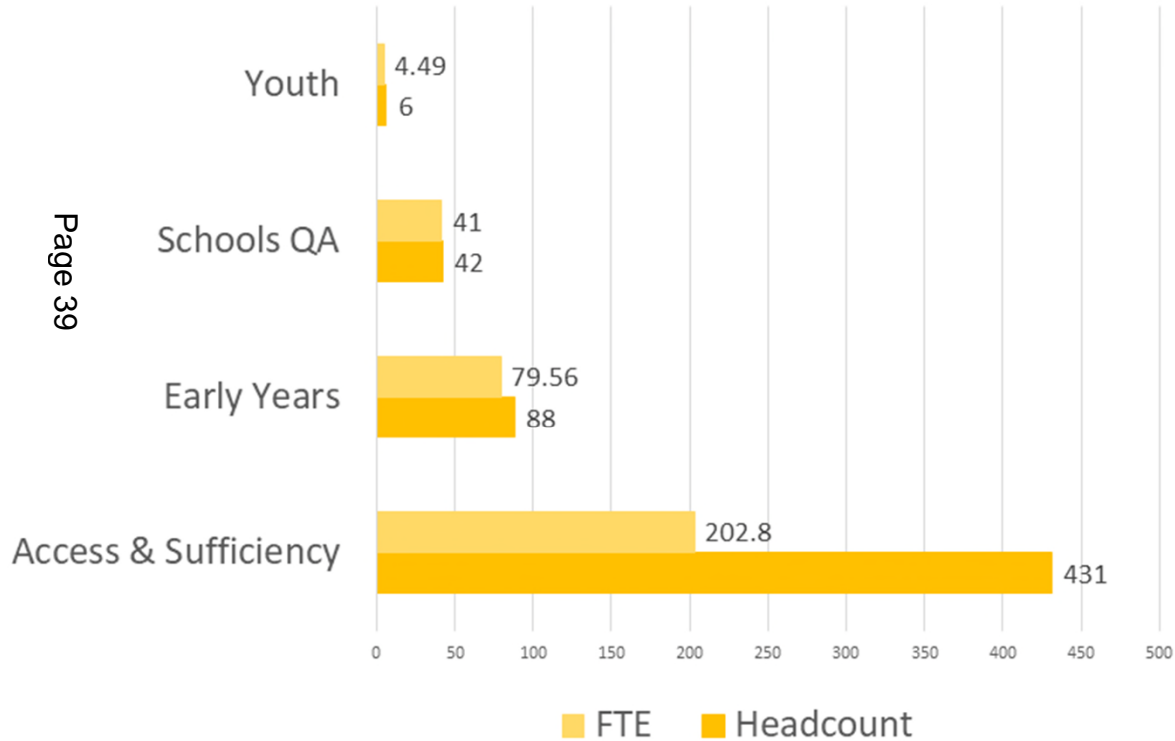


# Education Structure



# Education Workforce Profile

## FTE And Headcount



## Equality Information



### Gender

82% Female

18% Male



### Disability

86% No

11% Undisclosed

3% Yes



### Race

75% White British

16% BME

9% Undisclosed

# Education - Our Teams

## School quality assurance and special educational needs -

- Provide quality assurance of 185 schools across City
- Support and intervention on school attendance and exclusion
- School governance advice and support
- Curriculum areas; RE, Music, Outdoor Education
- Curriculum for Life
- Safeguarding advice and support
- Quality assurance of Early Years settings
- SEN Strategy and Quality Assurance including Local Offer; Manchester Information and Advice Service; Engagement with parents and young people.
- School workforce

## Virtual School for Our Children and Young people -

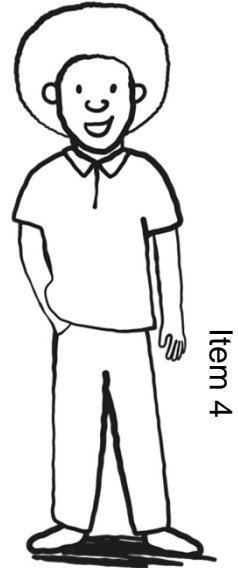
- Overview and monitoring of Education for Our Children and Young People 2 - 25
- Training and development of staff on Education of Children in Care

## Post 16 lead -

- Not in Education, Employment or Training (NEET) reduction and managing contract for commissioned targeted service
- Careers Information Advice and Guidance
- Links to Work and Skills team

## Youth Offer and Youth Engagement team -

- Strategic overview of youth offer across Council
- Overview of contracts with Young Manchester and Youth provisions
- Strategy for youth engagement and working with Manchester's Youth Council





# Education - Our Teams

## Early Years Service

- Early years delivery model (universal offer from birth ) and Sure Start Core Purpose - outreach team and interventions
- Early Years sufficiency and administration of 2 years old and 3 year old offer

## Access and Sufficiency Service

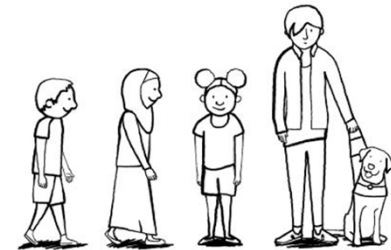
### School organisation and admissions team-

- School place planning and sufficiency
- Free travel passes
- School admissions
- Children Missing Education - tracking

### Education operations team

- Education, health care plan team for children and young people aged 0 to 25
- Education casework team
- Short breaks team
- Travel coordination unit assess and provide home to school travel solutions for children and young people with Special Educational Needs/Disability and coordinated school crossing patrols
- School Crossing patrol (90 staff)

Team & Headcount		
<b>Admissions and Sufficiency</b>	Education Caseworkers	16
	Education Health and Care Plan	22
	Education Operations	1
	Planning & Accommodation	5
	Team 1	8
	Team 2	28
<b>Education Operations</b>	Education Caseworkers	3
	Education Health and Care Plan	12
	Travel Coordination Unit	336



# Education Workforce

## b-Heard

b-Heard Score	2016		2017
Education:	616.3	→	597
MCC:	594.7	→	610.6

### Insights:

- Score reduction in all areas other than leadership.
- Specific issue around Team Leader / Team Manager level and their view around management
- Worklife balance and work pressure a concern.

### Response:

- Integrated the children & education directorate.
- Education operations currently being redesigned to provide additional management capacity to better support the operational staff.
- Operational staff carousel events in summer, which included raising awareness of bHeard
- In admissions, currently piloting flexible working initiative to improve work/life balance.

### b-Heard Response Rate



23.33%

Education Operations



54.78%

Schools QA &  
Early Years



70.59%

Youth & Early Help

Overall:

MCC average:

30.93%

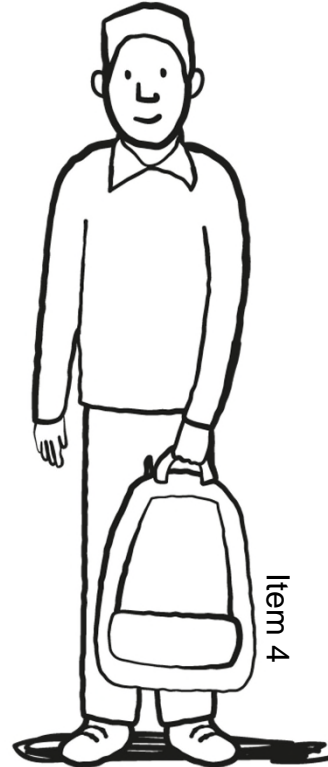
48.94%

## b-Heard - Our response: Integration of Children's Services and Education

- Extended leadership capacity across 2 services - sharing the load both internally and across GM
- Children's Leadership team have meeting based in different offices with an opportunity for staff to meet the team
- Aligned services eg Education safeguarding team to reduce duplication and maximise expertise
- Shared some back office functions and resource to support front line workforce
- Joined workforce development to provide a wider offer to all staff - includes coordinated induction and joint workforce events for all staff
- Improved communication to staff through Children's Services bulletin

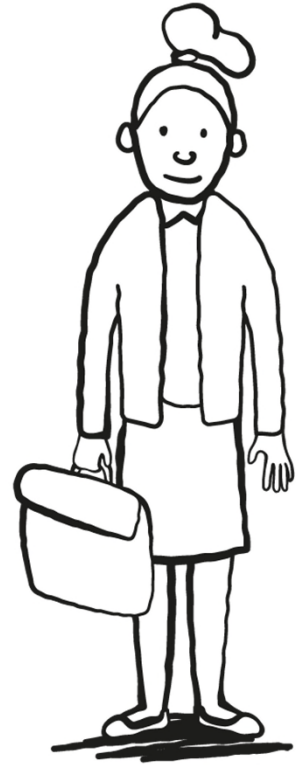
# b-Heard - Our Response: Education - My Manager

- Established a Wider Education Services leadership team which meets each half term
- Increased senior capacity within the Schools Quality Assurance Team and reorganised line management eg all school improvement functions put together
- Changed meeting patterns in response to feedback from staff to maximise attendance
- Thematic meetings to focus on key issues and developments across different teams
- Adopting flexible working arrangements for managers and staff to support work life balance
- Managers encouraged to take leadership roles in local, regional and national forums eg Chair NW Association of Virtual Schools, Chair NW Coordination of School Governance Services, Secretary NW Information, Advice Services, representation at national forums and presenting at conferences.



## b-Heard - Our Response: My Team

- About You sessions - some teams trialing holding these off site
- Team away day sessions held at beginning of academic year
- Development opportunities provided for staff where requested through About You sessions and opportunities for staff to 'act up' or take on additional responsibilities
- Staff given opportunity to lead on thematic areas and to progress innovative ideas eg parent champion models; increasing supported internships; engagement with children and young people; developing Curriculum for Life.
- Carousel events provided for school crossing patrols and transport escorts, allowing staff groups to come together to receive training and discuss issues within the service.



# b-Heard - Our Response: Staff well being

- Working with staff to embed OWOW to support work life balance, including piloting new flexible working arrangements in School Admissions.
- Promotion of Employee Assistance scheme.
- Celebration and praise for staff eg recognised at team meetings; mentioned in Children's Services bulletins; emails to staff; emails from CEX to teams.
- New office space for Education Operations team based at Universal Square - direct response to feedback in b heard
- Improved Directorate Awards for Excellence - included prizes donated by Executive members and senior managers for all nominees.



# Volunteering

Range of volunteering undertaken across service including:

- School governors
- Trustees
- Parents/carer forum and Working Together for Manchester parent groups eg bid writing and coaching
- Supporting Read Manchester
- Manchester International Festival
- Menstrual Poverty campaign - [everymonth.com](http://everymonth.com)
- Supporting children on community trips
- Food banks
- Macmillan coffee morning
- Climbing Mount Kilimanjaro to raise money for Factory Youth Zone



**4,944 days lost**  
due to absence  
(Oct 17 – Sept 18)

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	Days lost	FTE days lost
Access & Sufficiency	3,348	16.35
Early Years	961	12.07
Schools QA	607	13.02
Youth	28	5.29
<b>Total</b>	<b>4,944</b>	<b>14.70</b>

## Absence by reason:

- 1 Stress/Depression  
(20%)**
- 2 Surgery  
(15.1%)**
- 3 Injury/Fracture  
(7.5%)**

Item 4



# Supporting staff to maintain attendance

Managers are encouraged to supplement the formal policy with more innovative ways to support staff including:

- Working with HROD to improve management compliance of the Management of Attendance policy
- Ongoing promotion of the Employee Assistance Programme
- Adopting flexible working arrangements to support staff to remain in work and facilitate staff returning to work
- Well being sessions arranged for Operations staff over the summer period
- Ongoing work with Health and Safety to support Operational frontline staff



# Good news

- Work of Early Years Service - high national profile and featured Good Growth for Cities Report published November 2018
- Work on Supported Internships featured in DFE 0 -25 bulletin May 2018 disseminated nationally
- Parent Champion work featured in Listening in Action events as example of Our Manchester way of working
- Acknowledgement of work of Education, Health and Care plan team in letter from Minister to CEX and Leader of Council
- Recognition of teams in OFSTED reports - Local Authority and Schools or Settings
- Virtual School for Our Children and Young People runners up in CEX Award Nov 2018
- 2 staff winners of Working Together for Manchester - 2018 Awards for Excellence
- High numbers of nominations Education staff for 2018 Award

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# Ongoing challenges

- Significant child population growth in City has led to increasing workloads in all areas.
- Some aspects of integration with Children's Services are not complete - Early Years service and Early Help
- Redesign to address some capacity and workload issues in Education Operations team is still in process. For example Education, Health Care Plan team team dealing with a 40% increase in plans this year; Travel Coordination Unit dealing with increase in requests for home to school transport.
- School crossing patrols and transport escorts account for a high proportion of overall staffing in Education - part time and remote working. Often more closely aligned to schools than Council.
- Interim staff were used to provide capacity for school quality assurance team until new managers started in September - so there have been recent changes. New recruits not eligible to complete Be Heard.
- Changes to Car Parking passes and essential care user allowances - significantly impacted on some teams who work across schools and settings

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**Resources and Governance Scrutiny Committee – Human Resources (HR) Subgroup  
Work Programme – November 2018**

<b>Meeting 3 – 2:00pm, Thursday 22 November 2018 Report deadline Tuesday 13 November 2018</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Apprenticeships	To receive a report that provides an update on the Council's apprenticeship strategy and activity since the introduction of the apprenticeship Levy	Cllr Ollerhead (Executive Member for Finance and HR)	Lynne Ridsdale	
Our Ways of Working	To receive an update on the Our Ways of Working programme, achievements to date and future plans	Cllr Ollerhead (Executive Member for Finance and HR)	Lynne Ridsdale	
Review of Workforce Practices – Children and Young People's Services	To receive a report that explores workforce practices on the ground within Children and Young People's Services, with a specific focus on the Education Service Division of the Directroate	Cllr Bridges (Executive Member for Children's Services)  Cllr Ollerhead	Paul Marshall Amanda/ Corcoran/ Lynne Ridsdale	To invite:- Executive Member for Children's Services Director of Children's Services Director of Education

		(Executive Member for Finance and HR)		
Terms of Reference and Work Programme	To review the current terms of reference and work programme and approve the work programme		Scrutiny Support Unit	

<b>Meeting 4 – 2:00pm, Thursday 21 February 2019 Report deadline Tuesday 12 February 2019</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Review of Workforce Practices	To receive a report that explores workforce practices on the ground within ?????			
Terms of Reference and Work Programme	To review the current terms of reference and work programme and approve the work programme		Scrutiny Support Unit	

**Items to be scheduled**

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	Councillor Ollerhead (Executive Member for Finance and HR)	Bob Brown	Recommendation from Audit Committee on 5/10/17 for RGSC to consider

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