



Overview and Scrutiny Human Resources Sub Group

Date: Thursday, 21 February 2019

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

Access to the Council Antechamber

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

Membership

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

Agenda

1. **Minutes** 3 - 8
To receive the minutes of the HR Subgroup meeting held on 22 November 2018.
2. **Highways Workforce - Presentation** 9 - 36
Presentation by the Director of Operations (Highways)
3. **BeHeard Survey 2018 outcomes** 37 - 60
Presentation by the Director HROD
4. **Update on the Council's travel and expenses policy**
Report to follow
5. **Work Programme** 61 - 64
Report of the Governance and Scrutiny Support Unit

To review and agree the Work Programme for the Subgroup.

Further Information

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

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This agenda was issued on **Friday, 15 February 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

Overview and Scrutiny Human Resources Sub Group

Minutes of the meeting held on Thursday, 22 November 2018

Present: Councillor Russell (Chair) – in the Chair

Councillors: Andrews, Clay and Rowles

Apologies: Councillor S Wheeler

Also present: Councillors: Stone

RGSC/HRSG/19/23 Minutes

Decision

To approve the minutes of the meeting held on 4 October 2018 as a correct record.

RGSC/HRSG/19/24 Apprenticeships

The Sub Group considered the report of the Director of Human Resources and Organisational Development that provided an update on the Council's apprenticeship strategy and activity since the introduction of the apprenticeship levy.

Officers referred to the main points and themes within the report which included: -

- A background to the levy, introduced on all employers with employee pay bills in excess of 3 million pounds, equivalent to 0.5% of their payroll spend;
- A description of the five principles that had been agreed to guide the Council's apprenticeship strategy;
- Noting that over the past 19 months the Council had 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;
- The promotion of apprenticeships as an option for all, and not simply a route for 'young people';
- The development of peer support that was available to apprentices and their managers to ensure that individuals successfully complete their training and maximise the broader opportunities this brought;
- An overview of activities in relation to recruiting apprentices to vacant posts, apprenticeships as main source of accredited training, releasing employees for training and promoting apprentice opportunities as widely as possible;
- The work undertaken at a Greater Manchester level to support the development of new and emerging standards linked to organisational workforce development priorities and promoting the apprenticeship agenda across Greater Manchester;
- An update on the uptake of apprenticeships from Community Schools; and
- An update on the transfer of apprenticeship funds.

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

- Clarification was sought regarding the number of Manchester residents employed as an apprentice;
- Was it practical to release staff to undertake 'block' training to fulfil the 20% protected learning requirement;
- How did our apprenticeship scheme compare to other schemes;
- Noting that the preferred term was 'Our Children' and what alternatives to formal interviews were considered for people with support needs; and
- An assurance was sought regarding the completion of the electronic form that was completed by managers and submitted to the Resourcing Team to request a vacancy to be filled were reviewed.

The Head of Workforce Strategy responded by informing the Group that the information of the number of apprentices that were Manchester residents within the report related to new recruits only and that a full overview of all apprentices would be circulated to the Group.

In response to the question regarding teaching qualifications the Head of Workforce Strategy stated that currently a teaching qualification was not available and the apprenticeships related to support roles, such as teaching assistants.

In regard to the 20% training requirement, the Head of Workforce Strategy commented that a flexible approach would always be taken to fulfil this commitment, noting that it may not always require a formal academic setting, for example if time was required to complete a project. He said this provision was monitored to ensure it was appropriate. He commented that apprenticeship providers across the city had been very flexible and had worked closely with the Council to meet the demands of each particular cohort of apprentices to ensure they received quality learning and maximised opportunities.

He commented that discussions were ongoing with partners and contractors through the procurement process to maximise the apprenticeship offer and the support available to them. He said that this activity, to increase apprenticeship positions would also reduce the risk that a proportion of the Council's levy pot may begin to be clawed back from July 2020. He said this would be closely monitored in conjunction with the Work and Skills Team to ensure it benefited Manchester residents. In answer to a question from a Member he said other organisations such as housing providers could be considered to maximise the use of the levy allocation.

In response to the comment regarding alternatives to a formal interview the Head of Workforce Strategy said that he acknowledged the point raised by the Member. He said discussions were ongoing with the Equalities Lead to progress this to ensure that the recruitment and selection process was inclusive and flexible, and that the appropriate assessment processes were used.

The Head of Workforce Strategy advised the group that there were examples of apprenticeships at a high grade but commented that they continued to monitor this, in addition to supporting and developing entry level apprenticeships. He further commented that the electronic forms submitted were reviewed and challenged if

necessary, in addition these requests would be further reviewed as part of each directorate budget review process when requests for posts were submitted. The Group requested that information on this activity be included in any future update reports.

Decision

The Sub Group:-

1. Requests an update report in six months' time.
2. Recommends that Best Value and Social Value was applied when transferring any funds to another employer for use in funding apprentices training.
3. Requests that a future update reports to include information on the number of Our Children employed as apprentices
4. Noting that the Group would structure future meetings in a thematic way, when a directorate was considered, comparative information would be provided on the number and grades of apprentices employed.

RGSC/HRSG/19/25 Our Ways of Working

The Sub Group considered the report of the Director of Human Resources and Organisational Development that provided an update on the Our Ways of Working (OWOW) programme.

Officers referred to the main points and themes within the report which included: -

- Providing a description of the OWOW and the rationale for this approach;
- The activities delivered to date with the leadership team to support this way of working through their words and also demonstrating their practical support through their actions;
- Information on service and manager engagement;
- Examples of what had been achieved to date;
- An update on the estates rationalisation and improvement strategy;
- An update on ICT developments to help staff become more mobile, agile and connected through the deployment of secure, fit for purpose technology;
- The work to strengthen and clarify policy guidance and present the full range of associated policies together clearly and concisely; and
- Describing the workstreams which would ultimately contribute to the success of OWOW.

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

- The retention of senior management team (SMT);
- What more could be done to improve the culture of the organisation;
- The need to manage change sensitively, recognising the impact this could have on individuals and was there specific training for managers to facilitate this;
- Had Trade Unions been consulted with regarding the OWOW;

- How did OWOW apply to part time workers;
- What was being done to ensure the wellbeing of staff who worked from home, noting that those staff could often feel isolated; and
- Home working incurred additional costs and would staff be compensated.

The Director of Human Resources and Organisational Development acknowledged the comments regarding SMT and commented that the reasons could be complex and was not uncommon in organisations following a change in Chief Executive. She said that the results of the bHeard survey would be available soon and an analysis on these returns would help in this understanding. She said that the OWOW was a response to previous survey findings in relation to staff wellbeing and demonstrated how the organisation was committed to listening and responding to staff and their concerns and demonstrated an attempt to change the culture of the organisation.

She commented that work was ongoing with the Senior Leadership Group across the organisation to challenge the culture of the organisation, promote OWOW and influence change. She said that a number of working groups had been established to look at specific areas of work and activity. She said staff at all grades would be engaged with to embrace the OWOW and drive this agenda.

The Head of HR Operations said that it was recognised that the involvement and support of staff at all levels was crucial to the successful delivery of OWOW. She said that it was recognised that the organisation was complex and OWOW would look different in different directorates. She said OWOW would be rolled out in a managed way, understanding what worked for different functions and co-designed with staff involvement. She said a range of support mechanisms had been established, including online toolkits and Change Champions had been identified to support officers implementing changes across their respective service. She also confirmed that Trade Unions had been fully consulted with. She further commented that a lot of informal arrangements were already practised across teams and that the formal adoption of the OWOW would help address some of the issues that arose in previous Be Heard surveys around flexible working and work/life balance. She said that it was recognised that some roles and services presented challenges due to the nature of the job, however discussions were ongoing to discuss how this could be addressed with teams being encouraged and empowered to devise their own solutions around service needs.

The Head of HR Operations noted the comments regarding home working and stated that she recognised the comments made regarding social isolation, and if a staff member did not wish to work at home they would not be forced to do so, commenting that across a service a balance was often found between those wishing to work from home and those not wishing to. She said that staff working at home would always be encouraged to attend team meetings to ensure team identity and dynamics were maintained. In response to additional costs incurred by home workers she said there was no direct additional compensation, however staff have been supported through the purchasing of team laptops and mobile phones that staff could use from home.

Decision

The Sub Group requests 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.

RGSC/HRSG/19/26 Review of Workforce Practices - Education Services

The Sub Group considered the presentation delivered by the Director of Education that provided: -

- A description of the team structure and workforce profile;
- A description of the various team functions and responsibilities;
- The results of the b-Heard survey and the response to the findings;
- Data on the absentee rates across the education work force for the period October 17 to September 18;
- Information on the support offered to staff to maintain attendance; and
- Highlighting good news and describing the current challenges.

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

- Noting the number of Ofsted inspections in previous years, and the pressure this placed on resources what could be done to ensure inspections are undertaken in a more planned manner;
- Further information was sought on the work of the Schools Admissions Team when allocating a school place for a child;
- How many apprenticeship places were offered in Education Services; and
- What data was available in regard to gender, ethnicity and sexuality for staff working in Education Services.

The Director of Education stated that whilst meetings did take place with the Regional Director for Ofsted and the issue of inspection timing was raised, ultimately the decision to inspect rested with Ofsted.

In response to the questions regarding the Admissions Service the Director of Education commented that whilst there were specific peak times in the academic year, for example when school place offers were made, the service remained busy throughout the year. She explained that Manchester experienced a large number of children entering the city at all times of the year that had placed pressure on schools. She described that Manchester had adopted a coordinated admissions policy and every effort was taken to offer a school place within four weeks. However, if a place could not be offered within four weeks the case would be reviewed and a decision would be taken to offering a place that may not be the parents' preferred choice. A Member noted that a significant number of parents exercise their right to appeal for a school place, commenting that Admissions Staff were required to attend the appeal hearing, placing an additional pressure on staff resources.

The Director of Education continued by explaining that for complex admissions, for SEND children or excluded children for example the In Year Fair Access Protocol is

enacted. This protocol was designed to place these children in a school and schools met monthly to agree the allocation to ensure there was a fair distribution of resources across all schools. She said these allocations took longer to secure due to the often complex nature of each individual case and the capacity of schools.

The Director of Education informed the Group that there were a number of apprentices in the service who were currently supported to work towards management degrees. She said the service would always consider apprenticeship roles and was keen to develop these further, in particular in regard to Youth Services.

In response to a question from the Chair regarding the possibility of developing joint apprenticeships across services, the Head of Workforce Strategy said that there was potential to deliver this and he would explore this further.

In response to the question regarding the workforce profile, the Director of Education advised that the majority of senior staff was predominately female and that information regarding the numbers of BAME staff and data available regarding LGBT would be circulated to the Group.

Decision

The Sub Group requests that data on LGBT staff working in Education Services be circulated.

RGSC/HRSG/19/27 Work Programme

The Subgroup were invited to consider and agree the work programme. The Chair recommended that she would review the Work Programme following discussions with officers. The Members agreed this recommendation.

Decision

The Subgroup agree the Work Programme, subject to any amendments agreed by the Chair following discussions with officers.

Highways Workforce

Page 9
Presentation to Human Resources Subgroup

Steve Robinson, Director of Operations (Highways)



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Item 2

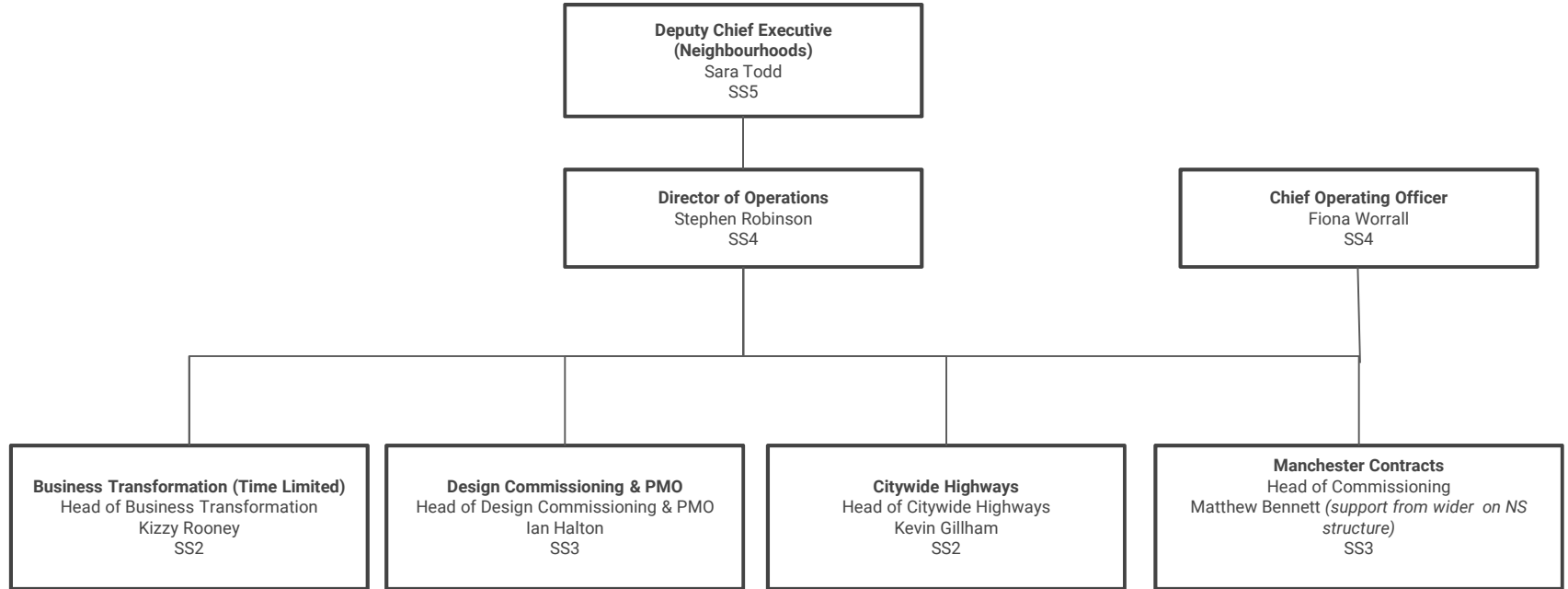
Highways Structure & Teams

Page 10



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Highways Structure ways - Our Teams



Highways - Our Teams

Citywide Teams (80 FTE)

- Network management, Permits, Winter Service & Resilience
- Development Control & Traffic Management
- Contract Management
- Public Realm Maintenance and Management
- Parking, Bus Lanes and CCTV (leadership due to transfer to Director of Customer & Transactions 1 April 19)

Future/Developing Functions :

- Client Office & Policy
- Highway Authority – policy development and decision maker for all changes to the Highway
- Strategic Partnerships, feasibility, bid development and high level scoping of potential schemes
- Client accountability for end to end project governance ensuring delivery to scope and spec

Highways - Our Teams

Design, Commissioning & Programme Management Office (31 FTE)

- Project Management & Delivery - Major and Sustainable Projects e.g. Hyde Road, MSIRR & Cycle Schemes and Planned Maintenance
- Traffic Engineering - scheme design, Section 278s, technical advice, consultation etc.
- Minor Highways Design
- CDM/Principal Designer
- Cycling & walking
- Landscape Architecture
- Residents Parking
- Feasibility Studies
- Surveys
- Site supervision
- Service Transition
- PMO – portfolio, programme and project governance
- Procurement & Framework Management, Contract Preparation & Tendering, Procurement Commercial
- Social Value
- Planned Maintenance

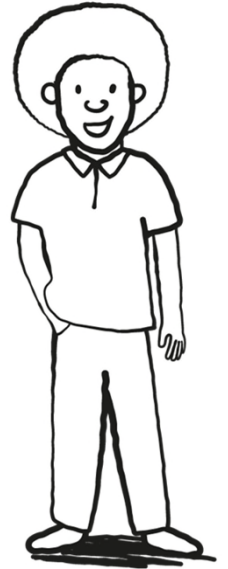
Highways - Our Teams

Manchester Contracts (74 FTE)

Additional leadership and management capacity drawn in from across the wider Neighbourhoods Directorate in recent months with the Head of Commissioning & Strategic Lead (Grounds Maintenance) supporting Manchester Contracts.

Page 14

- Reactive maintenance
- Urgent & emergency repairs
- Reactive Gully Cleansing
- Public Realm Maintenance
- Materials & Stock Management
- Fleet Management
- Minor works schemes



Item 2

Highways - Improvement Board

- Improvement Board established in Sept 2018, Chaired by Deputy Chief Executive (Neighbourhoods) and attended by Senior Officer across Neighbourhoods, Strategic Development & the Corporate Core
- Improvement Plan developed with a number of work streams established to drive and oversee the improvement and ensure alignment and integration with other Council services and policy including - Governance, Finance, Policy & Delivery Models, People & Skills
- Decision to transfer leadership of Parking Services from Highways to Customer & Transactions in the Corporate Core



Page 15

People & Skills Workstream

- Leading on developing the future Target Operating Model and structure to ensure capacity and skills are in the right place - fit for purpose structure to deliver against the increasing work programme
- About You and concept of Team Meetings to be embedded across the service - focusing on developing a high performance management culture
- Career paths, development, training and succession will be embedded within the new model for example professional training framework to be developed in partnership with the ICE (Institute of Civil Engineers) and continuation of supporting existing workforce to develop via apprenticeships



Workforce Profile

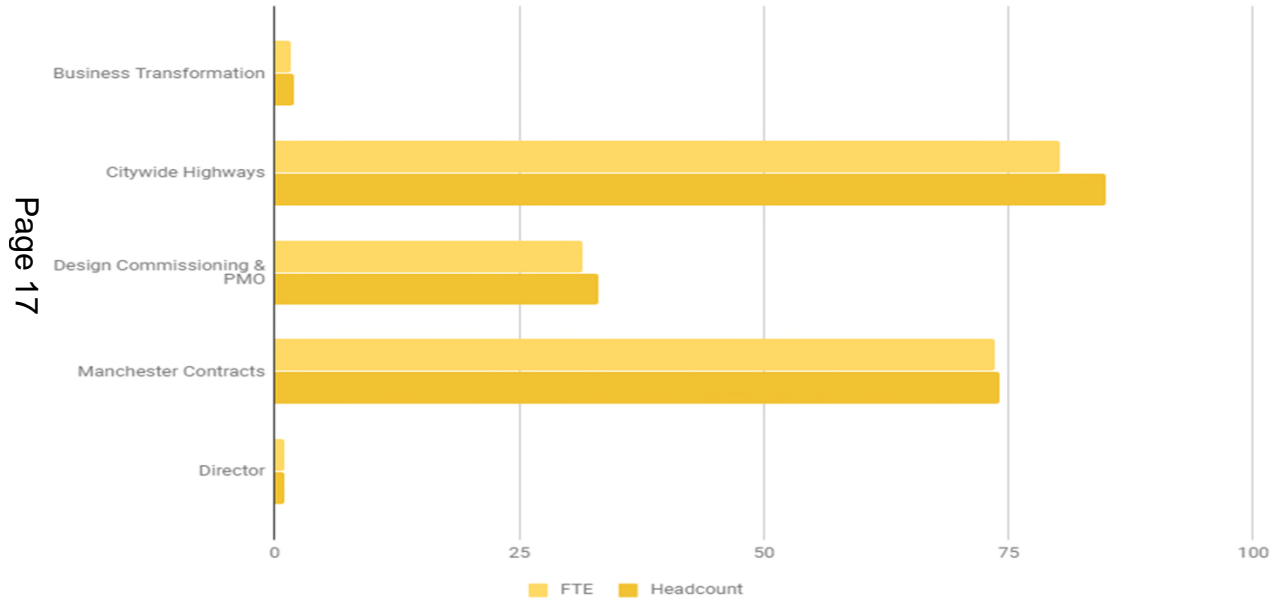
Page 16



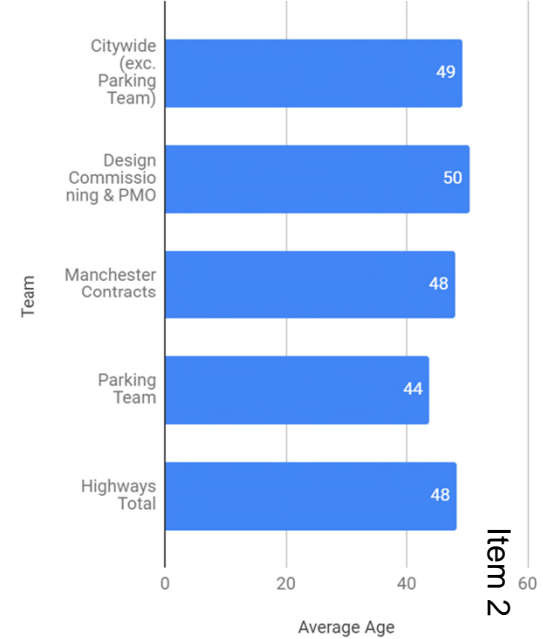
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Highways - Workforce Profile

Headcount and FTE



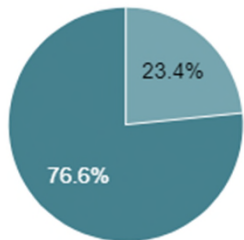
Average Age by Team



Highways - Workforce Profile

Gender

- Female
- Male

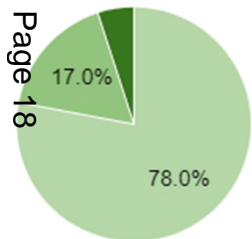


The proportion of females goes up to 39% from 23% if Manchester Contracts are excluded from the calculation

Comparatively the Councils workforce is 67% female

Disability

- No
- Undisclosed
- Yes

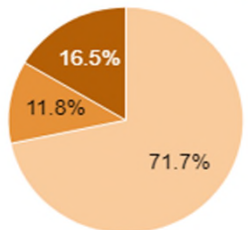


The proportion of disabled staff goes up to 8% from 5% if Manchester Contracts are excluded from the calculation

Comparatively the Councils workforce is 6% disabled

Ethnic Origin

- White British
- BME
- Undisclosed

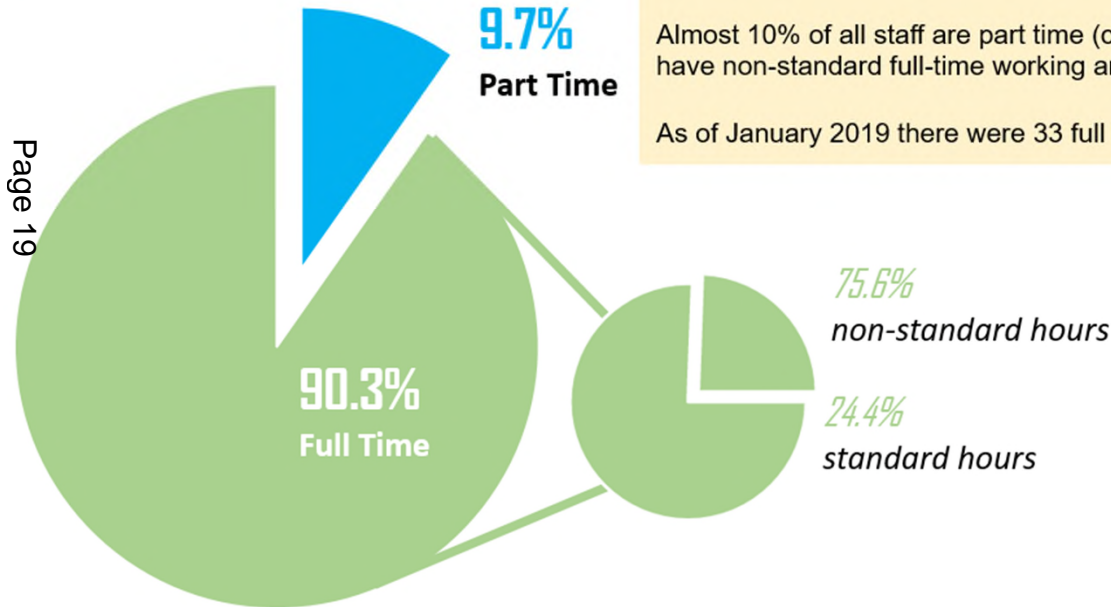


The proportion of BAME staff goes up to 19% from 12% if Manchester Contracts are excluded from the calculation

Comparatively the Council's workforce is 22% BAME

Highways - Workforce Profile

195 Employees



The service have embraced flexible working with a number of people working from home on a full time basis, flexible home working rotas have been introduced and flexible working hours to support childcare and carer commitments. IT Kit has been purchased to support a more agile and flexible approach to working. The Leadership team is role modelling ways of working and behaviour to empower our workforce to work in a way that supports a positive work/life balance

Almost 10% of all staff are part time (compared to 30% corporately) and 22% of all staff have non-standard full-time working arrangements (shifts, condensed hours etc.)

As of January 2019 there were 33 full time vacancies ranging from grades 4 to 10.

Overview of Grades:

Grade	Vacancies
GRADE 04	2
GRADE 05	1
GRADE 06	6
GRADE 07	8
GRADE 08	10
GRADE 09	1
GRADE 10	5

Highways - Use of Resources

- 228 FTE posts within Highways, 33 are vacant

- 44 appointments over the last 12 months

Team	Head count	FTE	Average Age	Average Length of service
Citywide Highways	85	80	48	19
Design Commissioning & PMO	33	31	50	19
Manchester Contracts	74	74	48	26

- 20 internal appointments and 24 external appointments over the last 12 months

- Turnover increased in 2018 to 7% from 4% in 2017. The Council average turnover for 2018 is 7%

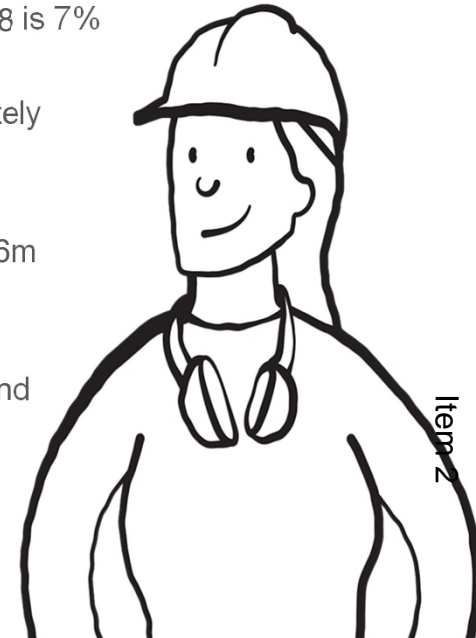
Page 20

13 people left the service in 2018, of which 8 resignations were from people who immediately retired which links to the age profile of the workforce

- 24 consultants engaged (reduced from 37) to fill critical gaps, projected annual cost of £1.6m example Project Manager to lead to Residents Parking and School Crossing Patrols.

- Circa £9.2m total workforce spend over 12 period, of which £7.6m permanent workforce and consultant costs of £1.6m

- Strategic recruitment plan developed aimed at attracting talent, will include a specific focus on targeting ex military and getting women in construction. Established a work experience offer with the aim of attracting young people into the profession



Item 2

3,287 days lost due to absence

(189 FTE, 17 Days lost per FTE)

Page 21

	Total Days Lost	Days Lost per FTE	No. 1 Reason
Citywide Highways	592.8	7.7	Stress/Depression
Design Commissioning & PMO	109	4	Stress/Depression
Manchester Contracts	2580.1	32.3	Musculoskeletal
Highways Overall	3286.9	17.4	Stress/Depression

Absence by reason:

- 1 Stress/Depression (28.5%)
- 2 Musculoskeletal (19.64%)
- 3 Back Problems (13.1%)

Item 2

Highways Workforce Absence

	Manchester Contracts	Highways (excl. Manchester Contracts)	Highways Total
Total days lost	2,580	707	3,287
Total FTE	74	104	189
Average days lost per FTE	35	7	17
Number 1 reason for absence	Stress/Depression (626 days / 24%)	Stress/Depression (369 days / 52%)	Stress/Depression (995 days / 30%)
Number 2 reason for absence	Musculoskeletal (598 days / 23%)	Surgery (182 days / 26%)	Musculoskeletal (598 days / 18%)
Number 3 reason for absence	Back Problems (431 days / 17%)	Cold, Cough or Flu (36 days / 5%)	Back Problems (440 days / 13%)

Page 22

Item 2

Highways - Health & Wellbeing

Current Position :

- Between January 2018 and December 2019, 3,287 days were lost due to absence
- 17.4 average days lost per full time equivalent employee in 2018, higher than the Council average of 12.3
- The majority of absence relates to LTS - 44 employees have had a period of LTS, of which 41 have RTW and 3 remain absent. 9 of the 44 employees have had LTS on multiple occasions during 2018.
- Of the 44 people that have had a period of LTS 32 are within Manchester Contracts and 30 have RTW.
- Most common reason for absence is non work related stress and depression, equated to 28% of overall absence with Musculoskeletal issues being the second biggest factor at 19%
- 19 hours volunteering leave taken in 2018

Response :

- Support for Mental Health issues has included - counselling via our EAP, promotion of the Open Door Productions commissioned via UNITE, promotion of the Council wide Mindfulness Sessions and the offer to commission MIND to run some bespoke workshops for our staff (minimal engagement with later)
- Engaged with ABL to offer a free 12 week health and wellbeing programme offering support and advice about health and weight, sessions are run by experienced lifestyle coaches - course commences 21 January 2019
- All Manchester Contract Staff have undertaken health surveillance tests including a Hand Arm Vibration (HAVs) and hearing tests, any resulting adjustments and kit have been introduced
- HR Officers providing support to Heads of Service, Managers and Supervisors for example fortnightly management and HR meetings to discuss strategies, action plans and next steps
- Newly created workforce dashboard which covers attendance is being governed by the Workforce Board (chaired by the Head of Transformation) to encourage service and management ownership

b-Heard



Highways

b-Heard

b-Heard Score	2017	→	2018
Highways:	508.5	→	526.4
MCC:	610.6	→	630.0

Insights:

- The overall Best Companies Index (BCI) has increased by 19 points, a 3% improvement on the previous year - in comparison to the organisational improvement of 3%
- Significant increase in response rates from 33% in 2017 to 63% in 2018
- Improvement across all factors with the exception of My Team & My Company which have seen a 1 point drop in both factors
- Significant decrease in My Team (4 points) and Fair Deal (23) at Senior Management (Grade 10 - 12)

Our response - overview:

- Development of vision, role and approach for the service, this is incorporated in the service plan to support a greater feeling of connection and understanding (My Company)
- Review of management and overall capacity undertaken - results in a number of new posts (links to high level of vacancies)
- Significant investment in staff engagement activity to improve My Team

b-Heard Response Rate



70.97%

Design, Commissioning & PMO



55.41%

Citywide Highways



64.56%

Manchester Contracts

Overall:

63.16%

MCC average:

55%

b-Heard 2017 - How did we Respond

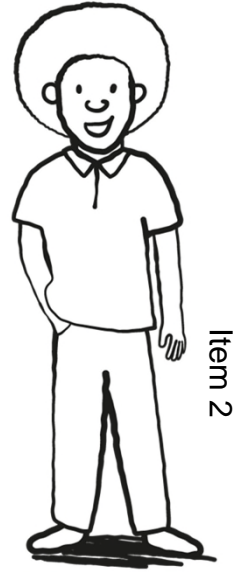
My Manager & Personal Growth

- Focused effort to encourage all Grade 10 plus Managers to attend Our Manchester Leadership Programme
- All Grade 8 and 9 staff encouraged to self nominate for the Raising the Bar Training Programme
- Bespoke in house training programme developed for front line supervisors (ManCon)
- Identify and support apprenticeship training for existing staff
- Gather service wide training requirements to enable people to undertake their role
- Establish Wider Leadership Team to empower Senior Managers and support development
- Management Workshops - Procurement, Attendance Management, Performance Management, Resource Management, Financial Management

Page 26

My Company, My Team, Leadership

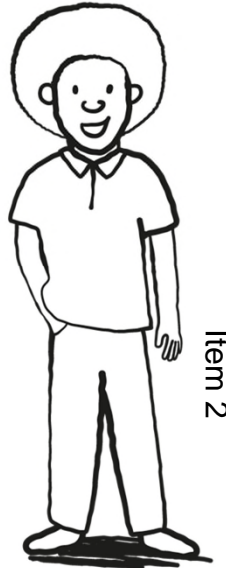
- Establish a volunteer staff lead Comms & Engagement and OWOW Groups
- Develop and implement comms and engagement strategy and plan including bi monthly newsletter, bi annual staff conferences, staff notice boards (H&S, Social Value & Wall of Fame)
- Team Development and Volunteering
- Create Google Community to share messages and connect staff
- Refresh and relaunch the intranet



Item 2

B-heard 2018- What our people said is good

Page 27



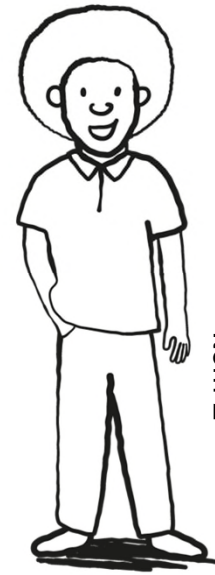
Item 2

b-Heard 2018 - Strengths

- The overall Best Companies Index Score (BCI) for Highways has seen an improvement of 3% (from 508.5 last year to 526.4 this year)
- Response rates have almost doubled compared to last year
- Overall increases in My Manager (6%), Fair Deal (5%) and Personal Growth (3%)
- Citywide Highways showing increases in almost all factors driving overall Highways score increase. Parking Services have increased across all 8 factors
- Major Projects showing increases in all factors
- Team Members have seen significant improvements in My Manager and Fair Deal compared to last year and are now scoring above the OTW benchmark across all Fair Deal questions
- Team Members feel their manager cares about them as an individual and cares about how satisfied they feel in their job, they believe their manager does more listening rather than telling
- Team Members increase in perception of pay, this is supported by an improved view of wellbeing



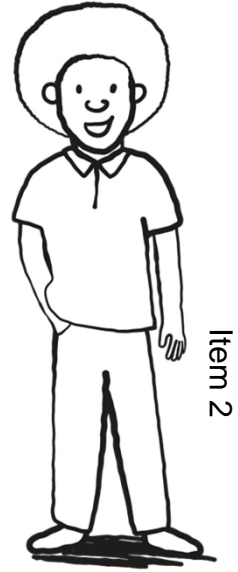
b-Heard 2018 - What would make it better



b-Heard 2018 - Areas for Improvement

- The factor “My Team” is showing a decrease at all levels with particular concern regarding the question; “Power struggles within my team have a negative impact”
- Team Members and Senior Management are feeling less connect to the Council with decreases in the My Company factor, particularly with the question “I would leave tomorrow if I had another job”
- Whilst there have been improvements overall around Personal Growth there are some teams that feel this needs a greater focus
- Improvement needed across all 8 factors within the Engineering Team

Page 30



Item 2

b-Heard 2018 - Our Response

My Manager

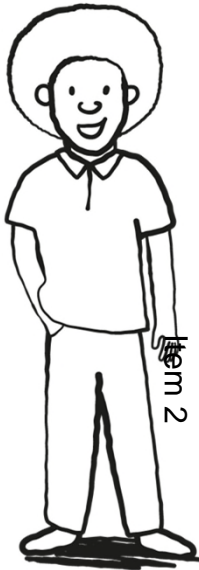
- Continue to draw in additional support and leadership from across Neighbourhoods for Manchester Contracts
- Continued development of people management, coaching and mentoring support
- Establishment of Highways Wider Leadership Team to share best practice and consistency

My Company

- Focus on developing and strengthening of relationships across the wider Neighbourhoods Directorate
- Encourage attended at LiA sessions and promote exposure across the wider directorate
- In partnership with WLT developed Service Plan aligned to Neighbourhood Directorate Plan and Corporate Plan

My Team

- Workforce given opportunity to volunteer for staff lead groups such as Comms & Engagement and OWOW
- Team Development and Away Days to be arranged
- Focus on developing and strengthening of relationships across the wider Neighbourhoods Directorate



Challenges, Opportunities & Good News

Page 32



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Item 2

Highways - Challenges

Challenges

- Historical strength and capability of leadership and management due dispersed leadership and gaps in the structure (now resolved)
- Poor approach to and lack of awareness of health and safety
- Significant capacity gaps as a result of years of under investment and cuts and more recently due to growing work programme, internal movements and turnover
- High volume of consultants - under investment in our workforce – lack of professional & management development and training
- Lack of a comprehensive plan for professional and management development and training across the service eg weakened partnerships with Institute of Civil Engineers (ICE)
- Growing work programme, volume of investment and growth across the City - having capacity to meet demand
- Lack of performance management, due to historical lack of priority placed on people management, culture follows organisational trend (corporately less than 1% of the Council workforce are subject to performance capability)

Highways - Opportunities

- Highways are leading the way in **Social Value** having quickly become the best performing service across the council in relation to Social Value. Case Study : Kiely Bros, who were awarded the contract to do surface treatment of carriageways across Manchester. They wanted to provide an employment opportunity for someone in one of Manchester's priority groups, who had been long term unemployed, or out of work due to a disability. Kiely interviewed Nicola, who has cerebral palsy, for an administrative role. Nicola had already completed a 6 month work experience placement as part of the My Future Programme, a partnership between Manchester College and the City Council, and had contributed to the Our Manchester Disability Plan. Nicola had the skills required, and Kiely were able to put in place the reasonable adjustments which she needed, so she started in the post in October, working off-peak hours to avoid rush hour travel, and earning above the Manchester Minimum Wage. Nicola is initially working 2 day a week, which will rise to 4 as her workload increases.
- Highways sits with Neighbourhood Directorate - greater opportunity to alignment, integration and improvements
- Establishment of Highways Improvement Board (Sept 19) to drive and govern improvements across a number of workstreams
- Leadership team driving cultural change, changing perceptions, behaviours and expectations through visible and role model behaviour
- Design and implement a 'fit for purpose' structure, enabling the delivery of the current and future work programme, embedding the principle of growth and career development including apprenticeships (entry level and beyond) and graduate development, women in construction and tackling age profile issues
- Develop and embed a high performance management culture

Highways - Good News

Comms & Engagement

- BHeard response rate increased from 32% in 2017 to 62% in 2018 indicating our people recognise we are listening
- Internal Comms and Engagement Plan rolled out with established channels of communication enabling two way communication. Phase two will focus on further developing and maintaining relationships with other council services and partners

Awards & Recognition

- 17 nominations for the 2018 Awards for Excellence with the Winter Resilience Team going through to the final for the Behind the Scenes Hero category
- National Transport Awards Winner - Excellence in Cycling and Walking for Oxford Road Scheme

Capacity, Development & Succession Planning

- Strategic review of capacity, significant focus on recruitment, reducing the dependence on consultants
- Engineering Career Paths established to enable and support succession planning
- Training requirements gathered and training roll out commenced
- Apprenticeship and professional training framework under development for our existing workforce
- Work experience offer developed to encourage school leavers people to consider engineering as a career option
- Apprenticeships to be embedded in the new operating model and structure

Social Value and Giving Something Back

- Various charitable events resulting in over £600 raised for Cancer Charities
- Charitable donations to Big Change, Cats & Dogs, Wood Street Mission & Lifeshare
- Team Volunteering eg. Age Friendly Christmas Lunch

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Bheard 2018

Overview



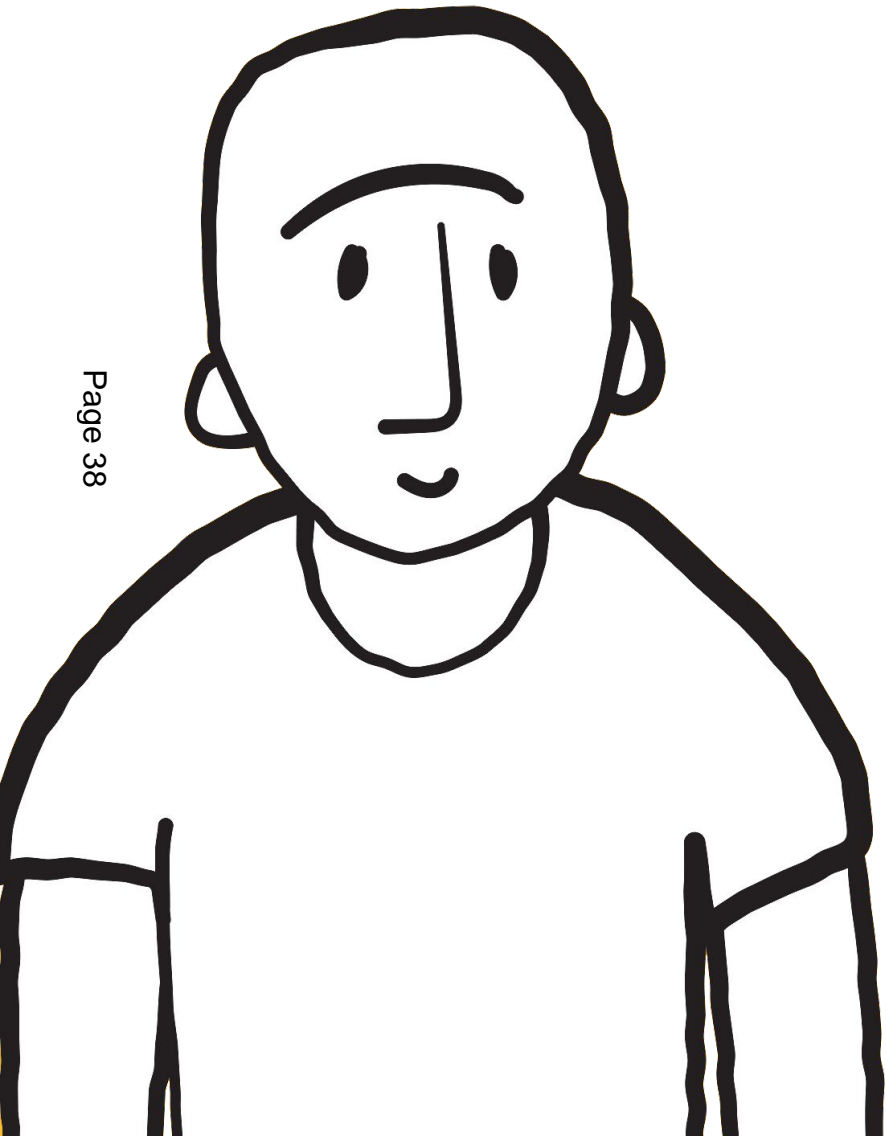
Page 37

Survey distributed 1st October 2018 until 31st October 2018



• Our People •

Context



Page 38

- Our People Strategy recognises that the Council workforce are the driving force behind Our Manchester: Only through a truly engaged workforce displaying the Our Manchester behaviours will we deliver our vision for the City
- Bheard Survey: nationally recognised as a robust measure of employee engagement
- Our 4th Bheard Survey: starting from a low base of engagement (593.9 points in 2015)
- Survey has provided a basis to inform Corporate and Service actions to drive engagement
- Survey delivered prior to the new Corporate Plan

Item 3

Response Rates

Activity to encourage response

- Communications plan from early August promoting the survey through “You said, We did” examples
- HR work directly with managers of staff without IT access to plan the delivery of paper surveys. (Different methods taken in each Service in response to service specific Intelligence i.e. post to home addresses for Education Operations / Delivery to School Kitchens for Catering)
- Throughout the survey, service level response rates updated daily on the intranet supported by a programme of broadcast messages
- Managers of services with lower response rates contacted directly to encourage promotion of the survey
- Extended the survey by a week to allow time for some Education Operations staff to complete at pre-planned training events over half term
- Facilities Management held group sessions where staff could come in during a shift to complete the survey

Results

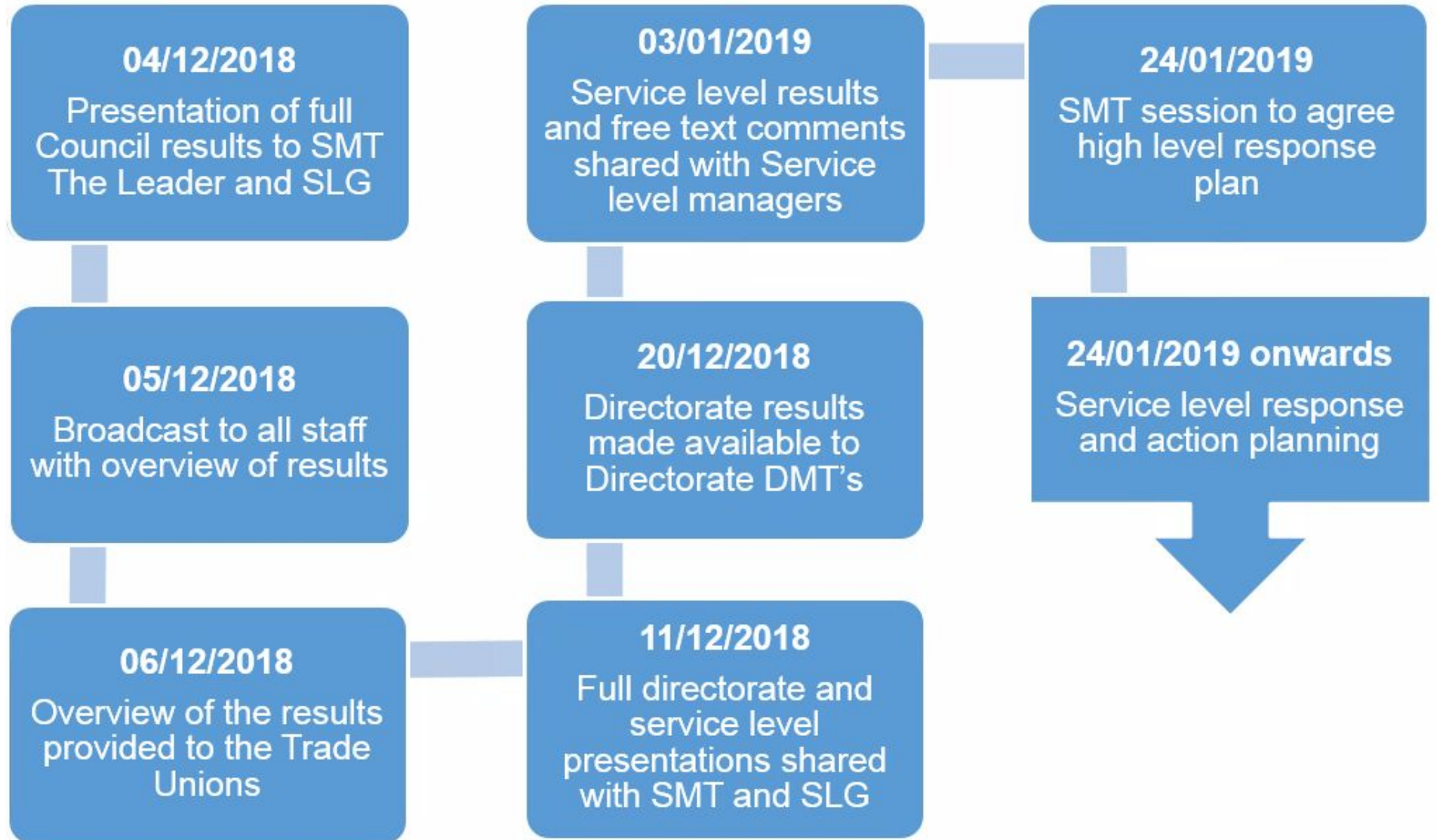
- Highest response rate to date: 55% (3,849 staff)
 - 59% for online staff (3,336 staff) up from 55% in 2017
 - 36% for offline staff (513 staff) up from 22% in 2017
- Higher response rate than Best Companies average of 42%
- Every directorate has seen an increase in response rate:

	Invitees	2017 Response Rate	2018 Response Rate	Change
Corporate Core	1,747	67%	71%	4%
Children's Services	1,334	31%	38%	7%
Adults Services	1,555	38%	43%	5%
Neighbourhoods	1,634	49%	56%	7%
Strategic Development	700	71%	75%	4%
MCC Total	6,970	49%	55%	6%

- Response rates are slightly higher from staff who work in Central teams (44%), compared to South (42%) and North (31%).
- This is a consistent theme across Children's, Adults and Neighbourhoods directorate teams with the exception in Neighbourhoods where the South Teams had a slightly higher response rate (68%) than the Central Teams (66%).

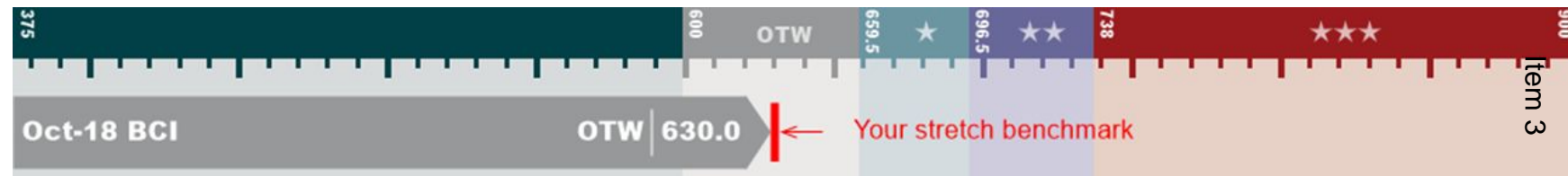
Timeline of results

Page 40
01/10/2018 -
19/10/2019
**SURVEY
OPEN**

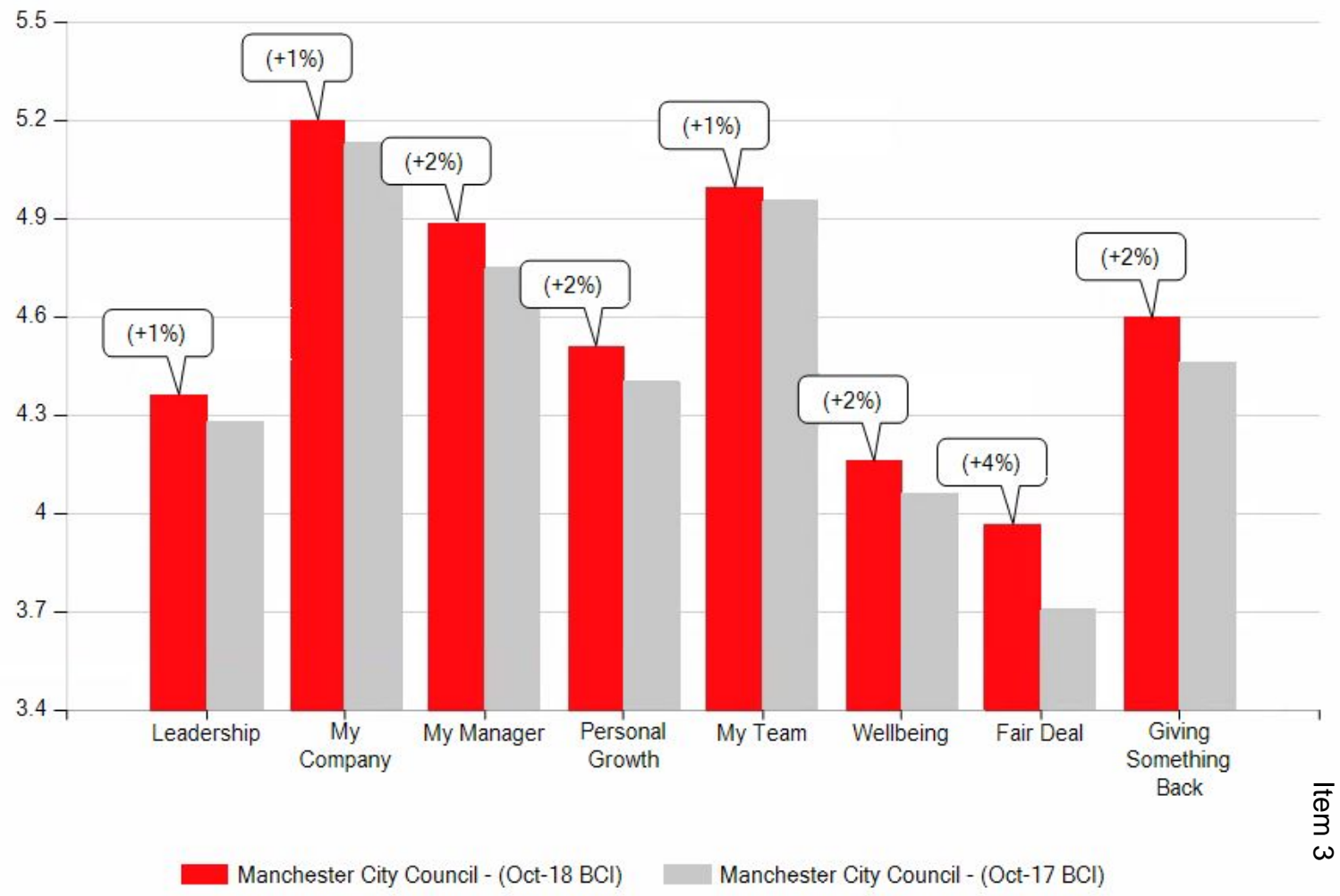
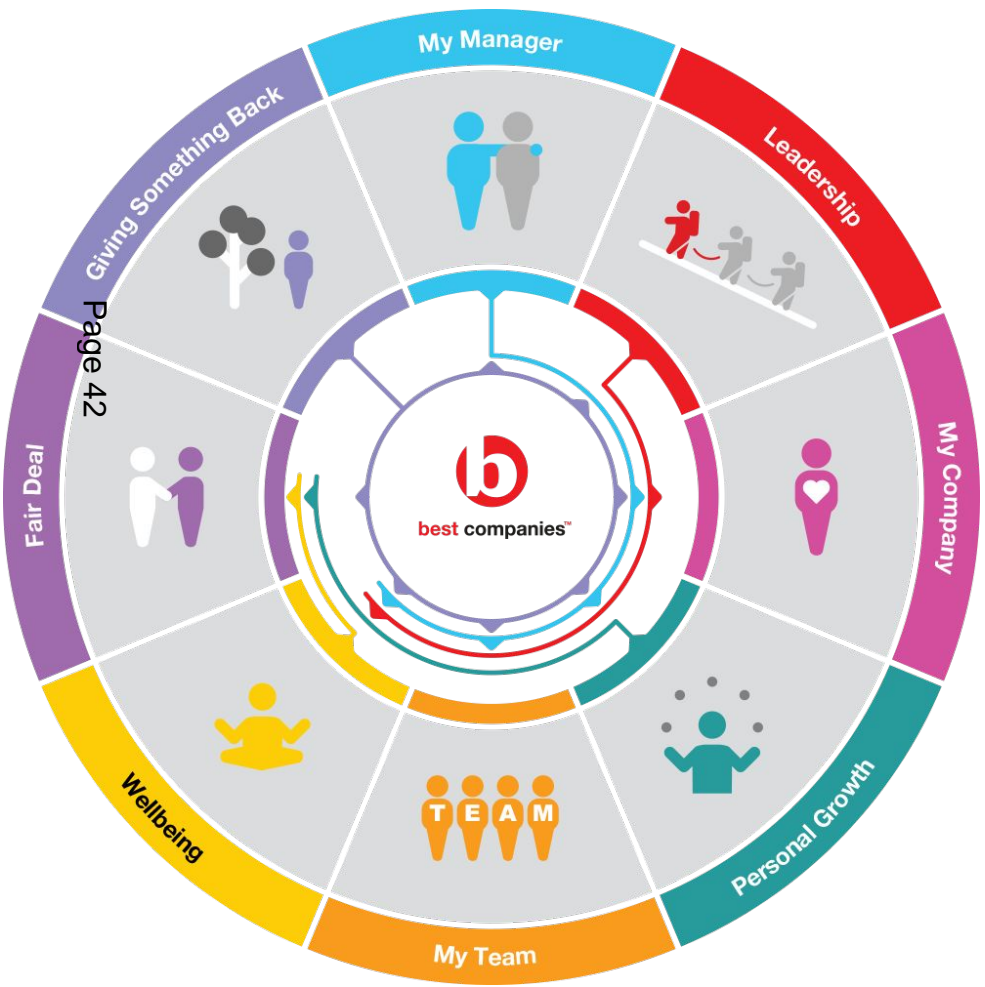


Headline Results

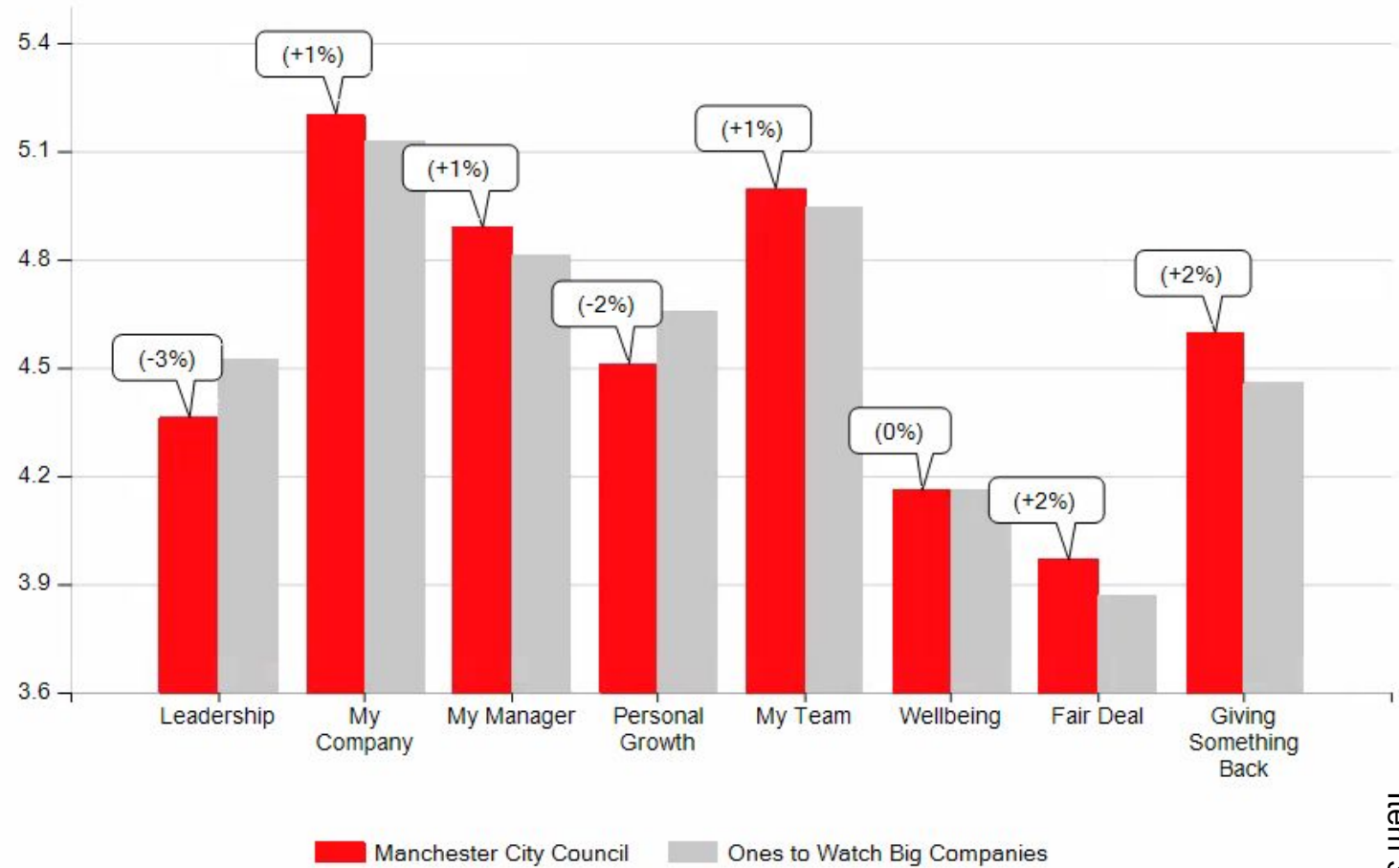
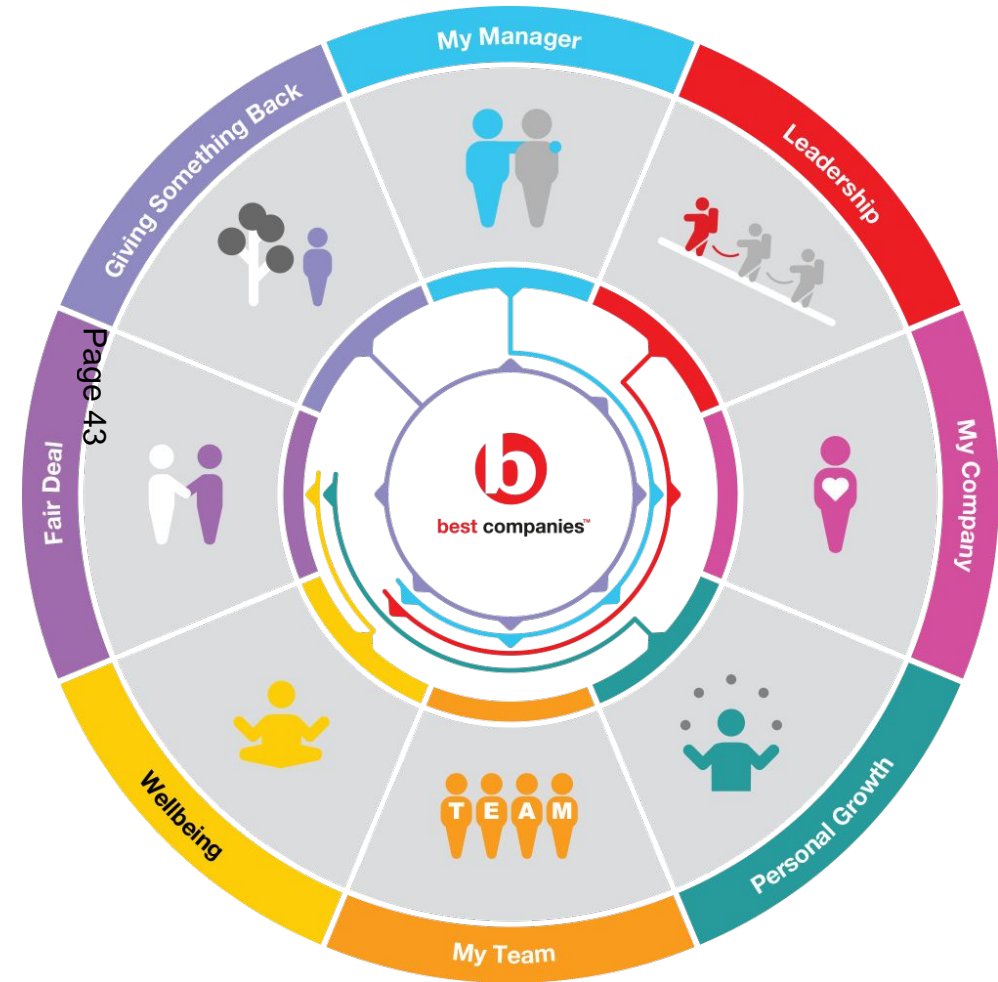
- An overall improvement of 19 points – Now firmly a ‘one to watch’ organisation (630 points)
- Year-on-year improvements across all 8 ‘workforce engagement factors’
- Performing above the “One to Watch” benchmark for five of the eight factors
- Strong improvements on the ‘Management’ factor but focus needed on ‘Leadership’ to reach the Bheard benchmark



Score by Factor Against 2017

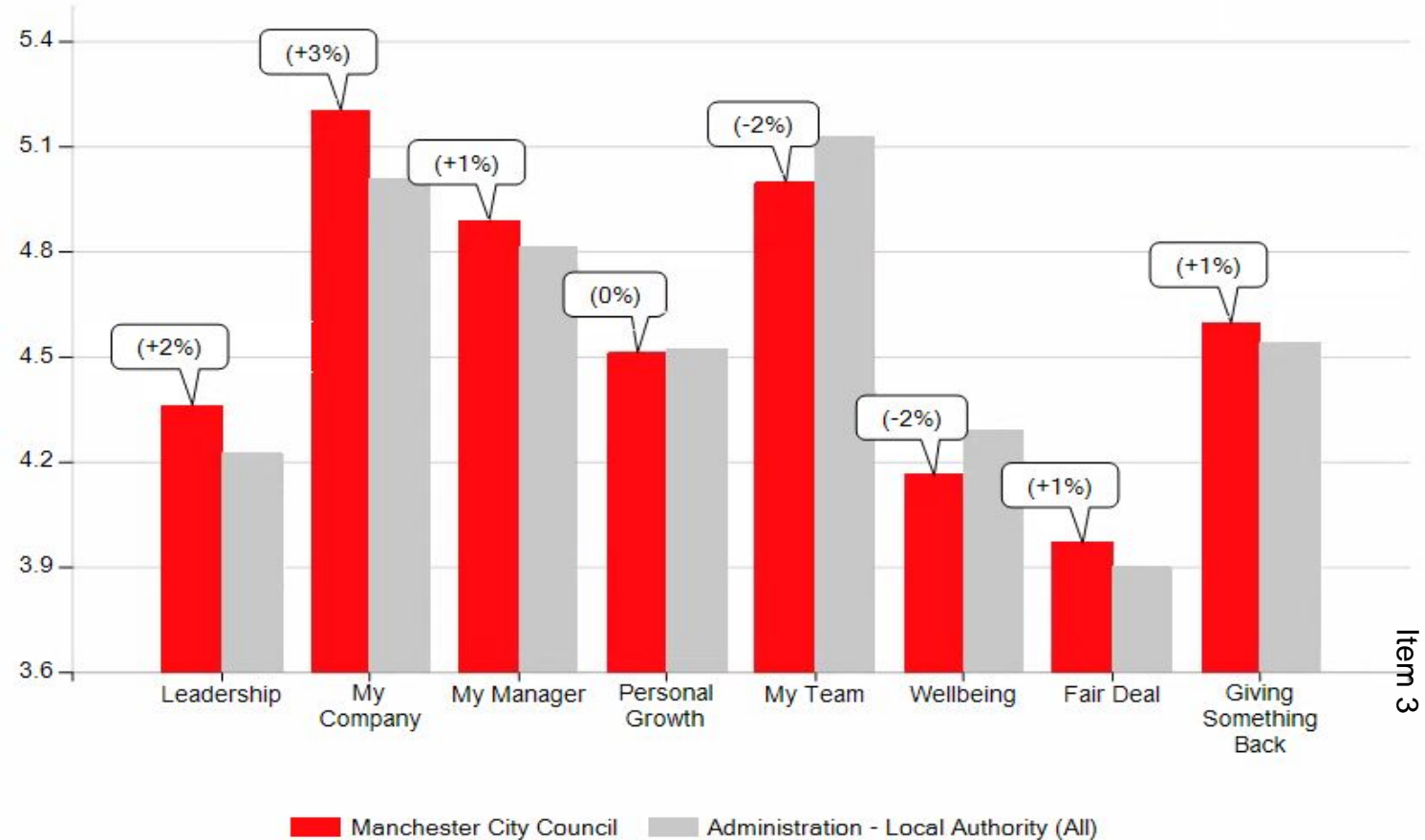
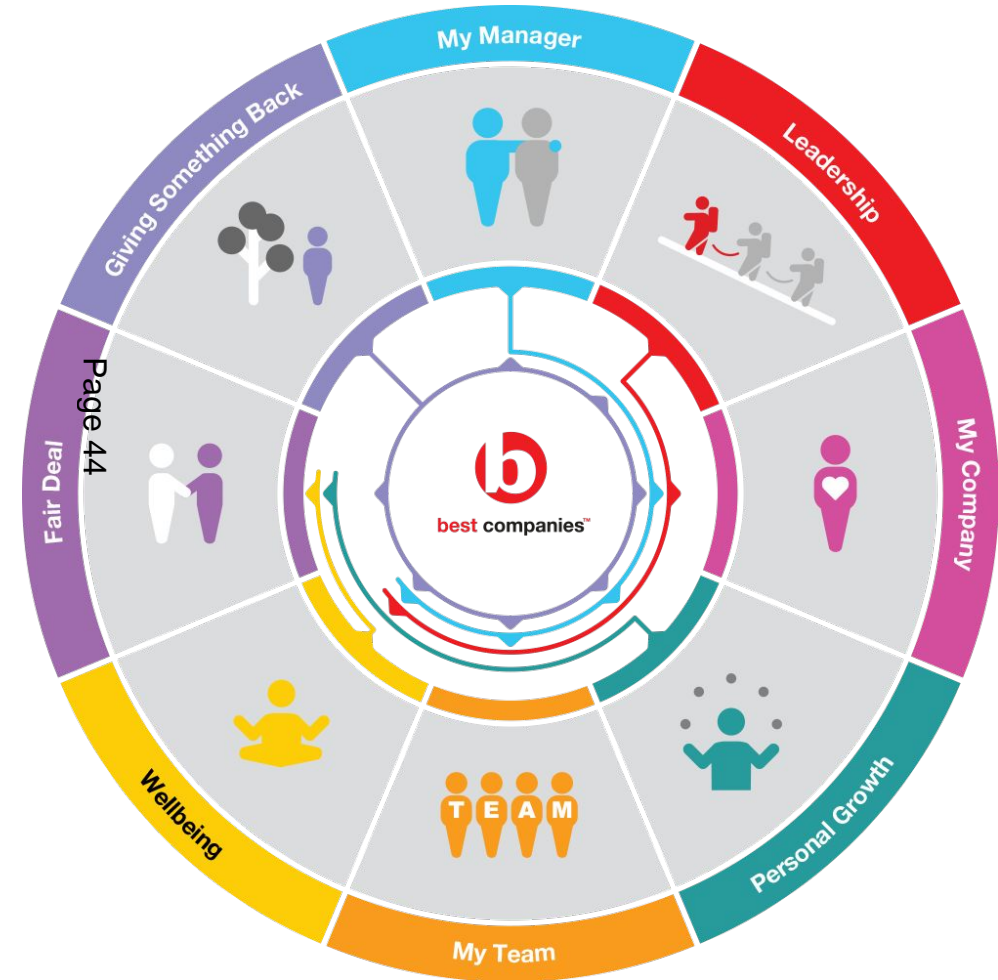


Score by Factor Against Benchmark



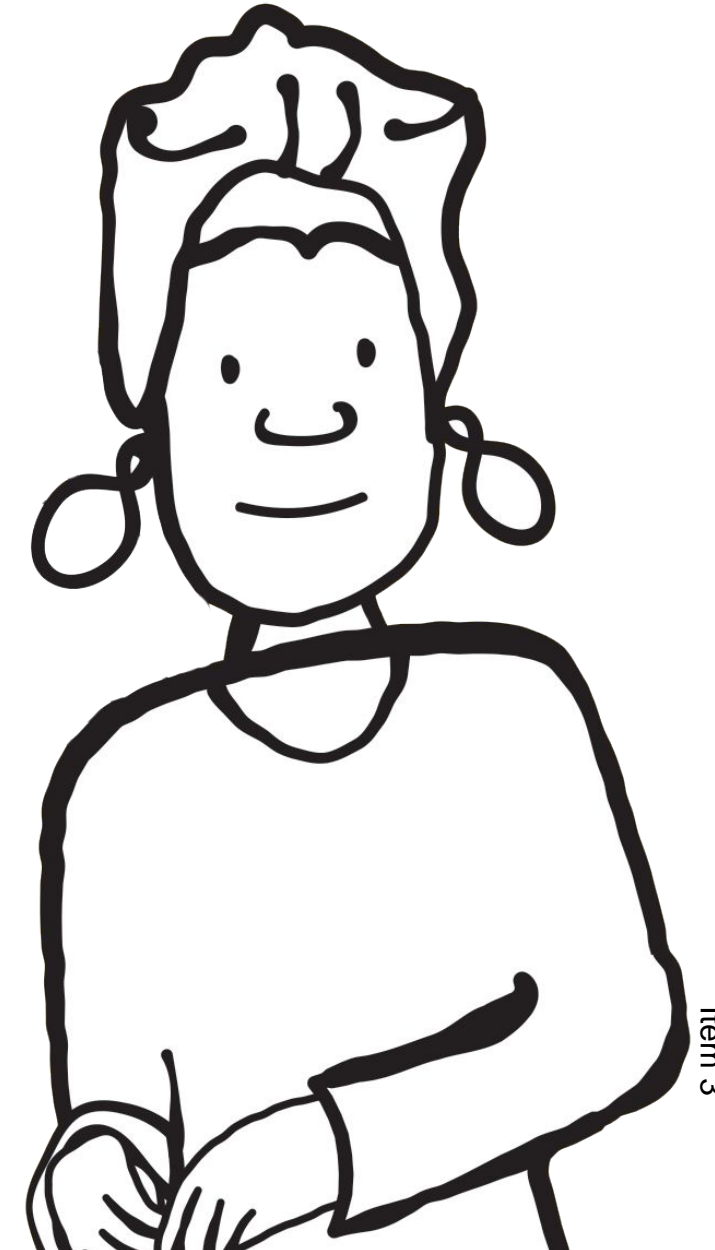
Score by factor against other Local Authorities

Manchester is one of 6 local authorities participating in the 2018 Bheard Survey. The other five Councils consist of: two borough Councils, two City Councils and one District Council.

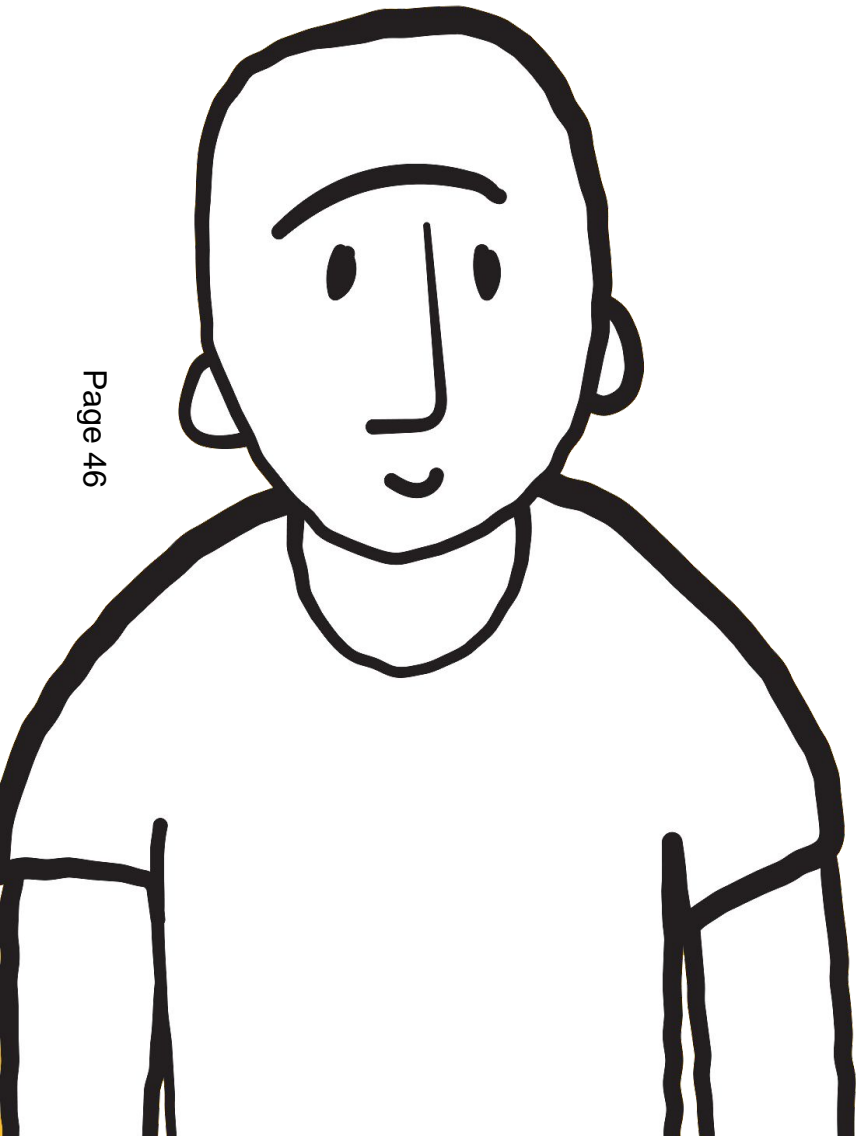


Our Key Strengths

- Improved perceptions of management from staff at the lowest and highest levels of the organisation: - Staff feel their managers care about them as individuals and care about how satisfied they feel in their job, they believe their manager does more listening rather than telling
- Significant improvement in perceptions of pay following a low last year, this is supported by an improved view of wellbeing across all levels
- Staff feel positive about the contribution the Council makes to improving life in Manchester



Areas for Improvement



Page 46

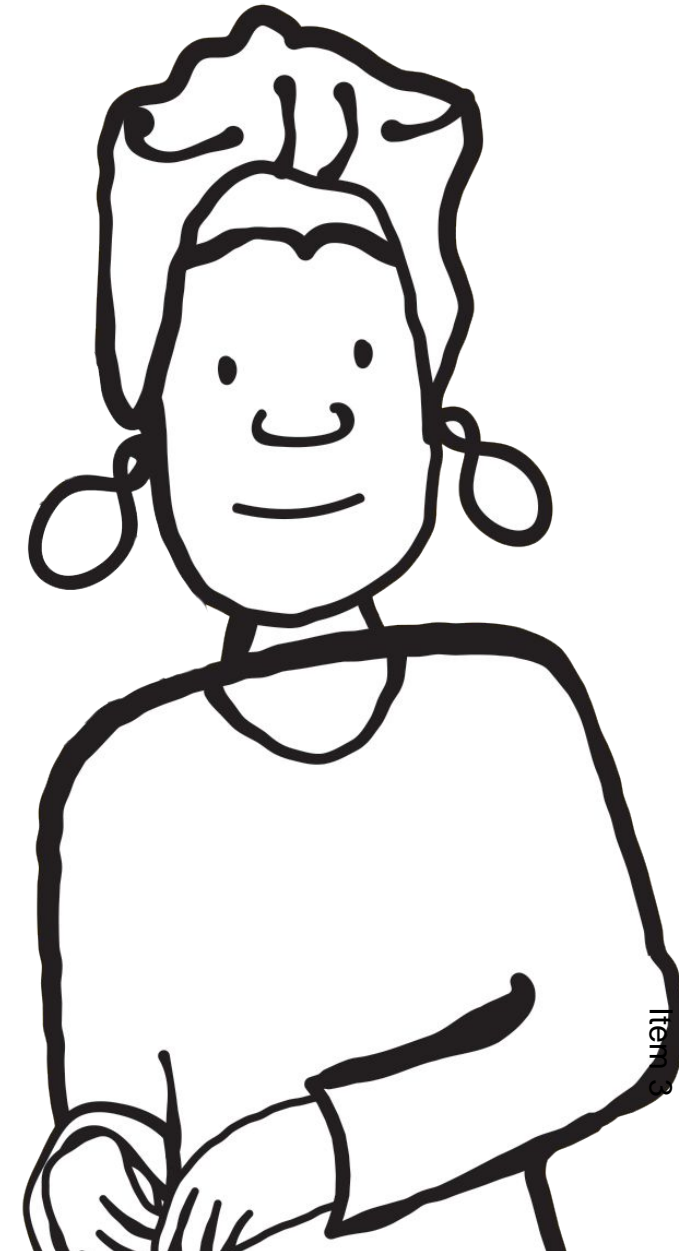
- Staff at all levels believe their job could be better for their personal growth
- Wellbeing across all levels of management remains a cause for concern, particularly at the more senior levels
- All job levels feel a lack of confidence in the vision of the organisation: There is a lack of excitement about where the organisation is going
- There is a feeling that senior managers and the Chief Executive could do more to live the values of the organisation and be more visible and approachable
- Informing is one of our weaker areas of management with staff not feeling like important information is shared

Item 3

Directorate Breakdown

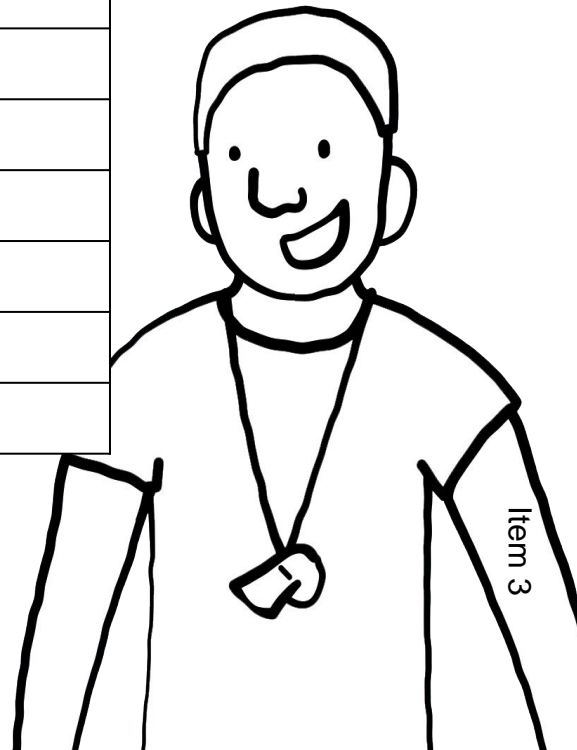
Improved scores across every Directorate, most notably in Adults (40 points)

Employment Group Name	No. of Responses	Oct-17 BCI Score	Oct-18 BCI Score	Factors V 2017							
				L	MC	MM	PG	MT	WB	FD	GSB
Strategic Development	74.86% (524/700)	635.5 (OTW)	645.7 (OTW)	1	0	2	1	1	-1	2	2
Adults Services	42.77% (665/1555)	606.9 (OTW)	640.0 (OTW)	3	3	1	4	1	3	8	3
Neighbourhoods Directorate	55.57% (908/1634)	622.8 (OTW)	627.8 (OTW)	0	-1	1	0	-1	1	3	1
Corporate Core	71.38% (1247/1747)	599.4	623.7 (OTW)	2	1	3	2	1	2	5	3
Childrens & Education	37.86% (505/1334)	598.8	620.4 (OTW)	0	1	3	1	2	2	3	3



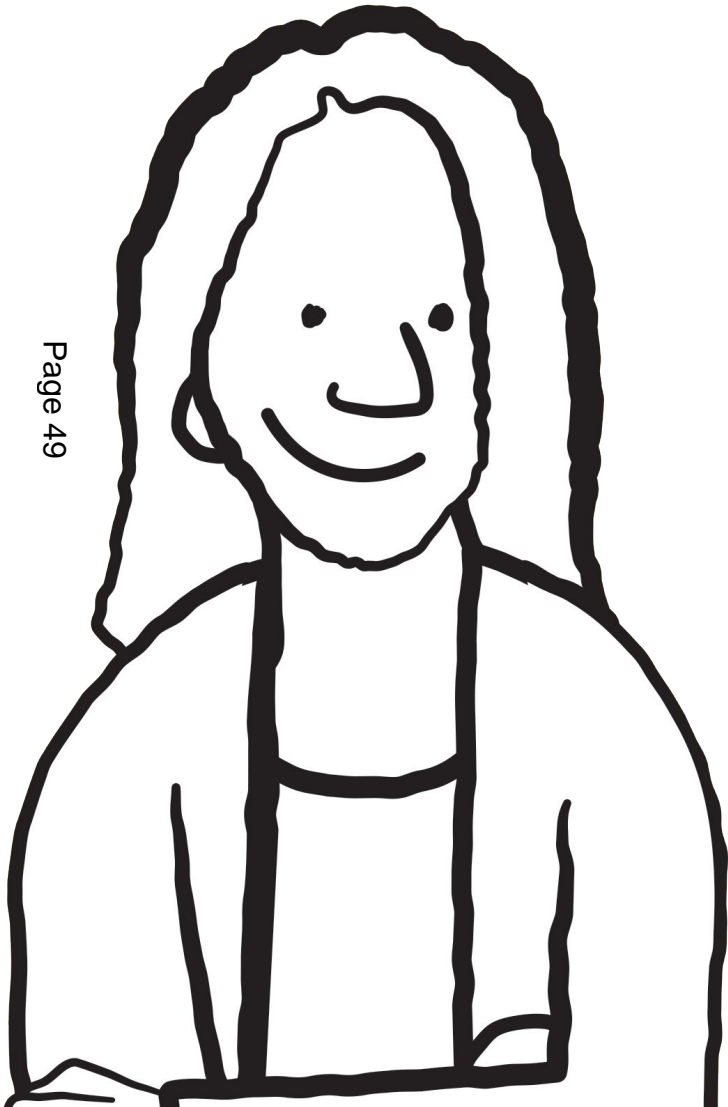
Our Top Services

Directorate	Service	Score	Accreditation Level
Corporate Core	Reform & Innovation	769.8	3*
Strategic Development	City Centre Growth & Regeneration	746.9	3*
Strategic Development	Work and Skills	717.2	2*
Neighbourhoods	Neighbourhood Teams	701.9	2*
Adults Services	Adult Social Work	679.3	1*
Adults Services	Population Health & Wellbeing	678.6	1*
Neighbourhoods	Community Safety Compliance & Enforcement	673.5	1*
Corporate Core	Capital Programmes	672.3	1*
Neighbourhoods	Fleet Management Services	664.8	1*
Strategic Development	Manchester Adult Education Service	656.4	1*



Item 3

Responses by Protected Characteristic

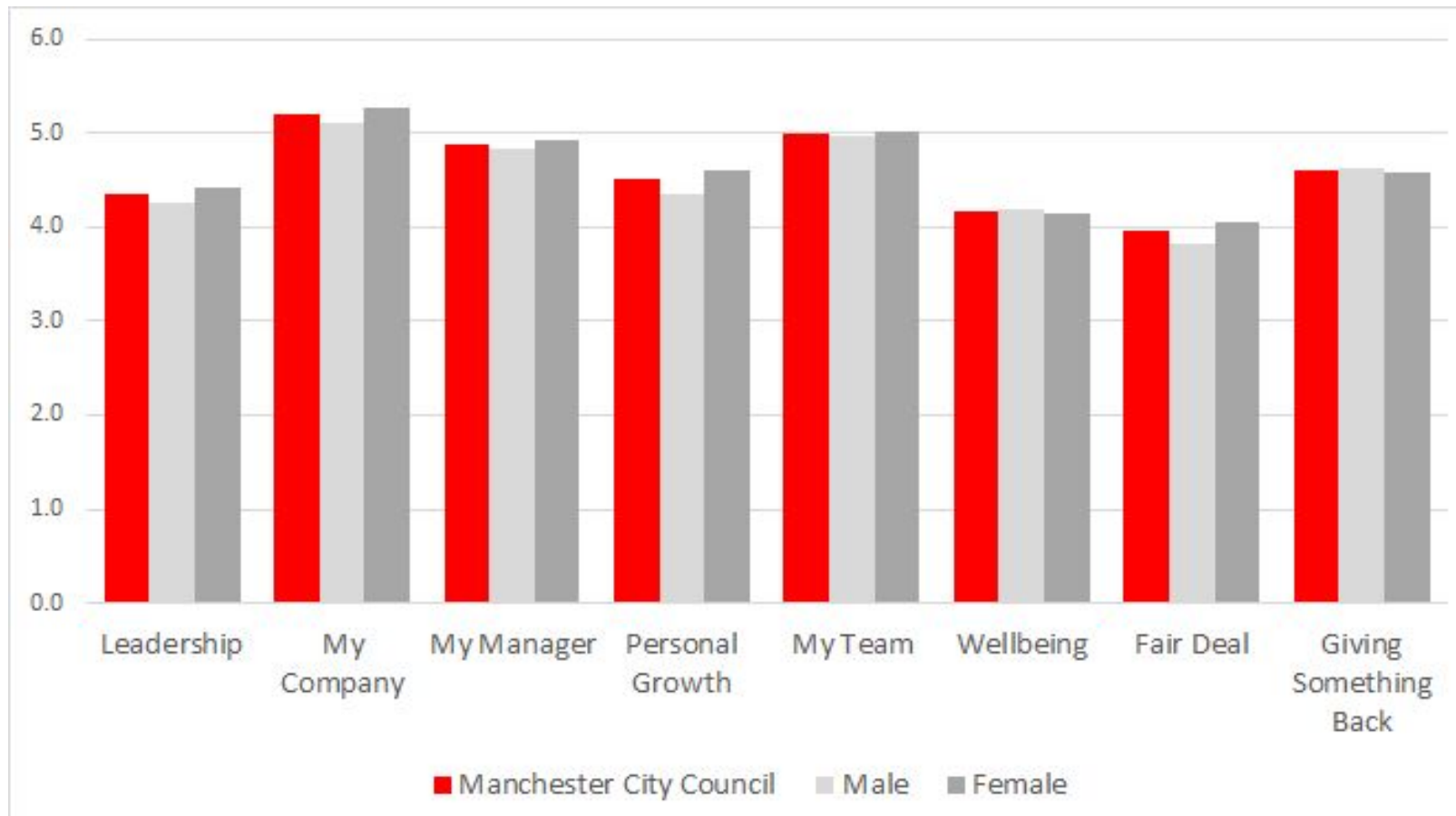


Page 49

- 16% of the responses were from staff who consider themselves to have a disability compared to 6% of the workforce who have self declared as disabled. - Consistent with previous years, emphasising the need for work here
- Consistent with previous years, representation from other protected characteristics is broadly in line with the make-up of the Council
- At present engagement data is only available by age and gender
- We are actively working with Best Companies to access engagement data for the other protected characteristics.

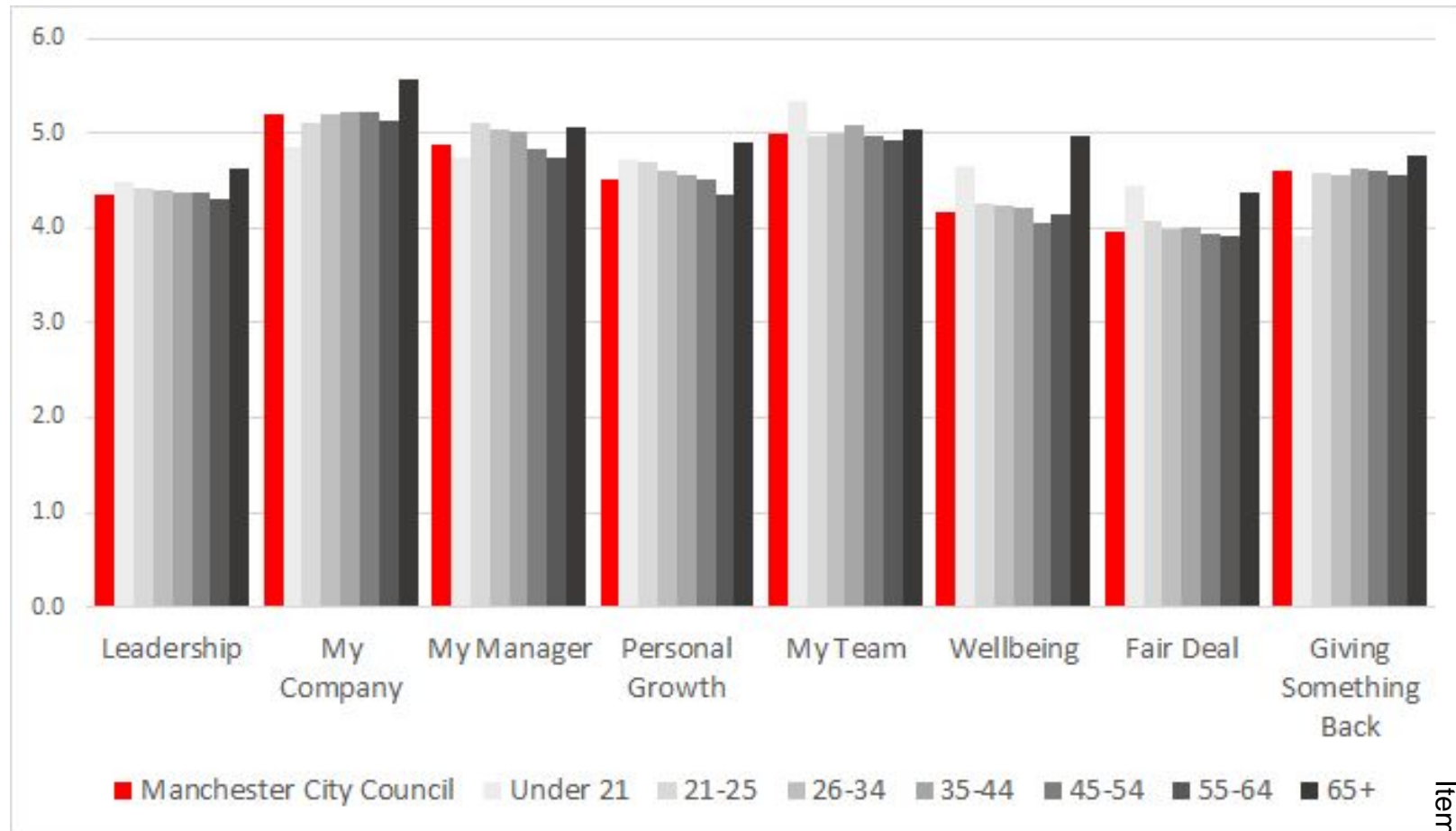
Results by Gender

In line with previous years results, females are slightly more engaged than males although the gap has reduced in the year as Males have seen a higher improvement in engagement levels when compared to 2017 (3% compared to 2% for females). Wellbeing and Giving Something Back are the two factors where males score higher, although this is marginal.



Results by Age

- All age groups are seeing higher levels of engagement than in 2017 with the biggest improvement being for the over 65 cohort (6% improvement), this cohort are also the most engaged overall.
- The 21-25 cohort score highest for the My Manager, My Team and Fair Deal factors.
- The least engaged age bracket is 55-64 with the lowest scoring factor being Fair Deal



Opportunities: Building on our strengths

Opportunity	Evidence
<p>Encourage all staff to attend the Our Manchester Experience to see how they can embed the Our Manchester behaviours in their day-to-day roles – current attendance is 28% of the workforce (2,019), supported by 45 trained staff ‘guides’.</p>	<ul style="list-style-type: none"> Over 100% of staff in Manchester Markets have attended the Our Manchester Experience, this service has seen a 2% increase in the scores for Leadership, 5% improvement for My Company and 14% improvement for Giving Something Back Staff in the Core feel the organisation is keen to help people from disadvantaged backgrounds and the organisation makes a positive difference to Manchester. 39% of staff from the Core have attended the Our Manchester Experience
<p>Encourage managers to attend the leadership training courses available to all managers, particularly the module on Managing Mental Health.</p>	<ul style="list-style-type: none"> Staff in the Core believe their manager is quick to respond when they show signs of being under too much pressure. Over 270 (67%) managers from the Core have enrolled on one of the two management training courses Currently 50% (845) managers have enrolled onto one of the two management training programmes
<p>Reinforce Organisational Clarity, by encouraging staff to attend Listening In Action events to feel more connected to the Corporate Plan and hear directly from the Senior Management Team.</p>	<ul style="list-style-type: none"> 37% of employees (2,681) have now attended Listening in Action Events. The Council scores 3% higher than other Local Authorities for the My Company factor and 2% higher for the Leadership factor.
<p>Promote development opportunities across directorates</p>	<ul style="list-style-type: none"> Adults directorate has seen a 5% increase in the scores for Personal Growth. This year has seen an increased focus on development, including the creation of a new ‘Activators’ group Staff in Childrens feel most positive about their training opportunities (comparative to the other directorates). Approximately 50% of staff from Childrens have attended a training course between April 18 - Jan 19. 538 staff have accessed 1,038 open to all training courses since 01/08/2019

Our Manchester Behaviours

Embedding the Our Manchester behaviours is at the heart of the Our People Strategy, which is integral to the delivery of one of the priorities of 'Our Corporate Plan': A well managed Council.

In supporting this to happen, key achievements include:

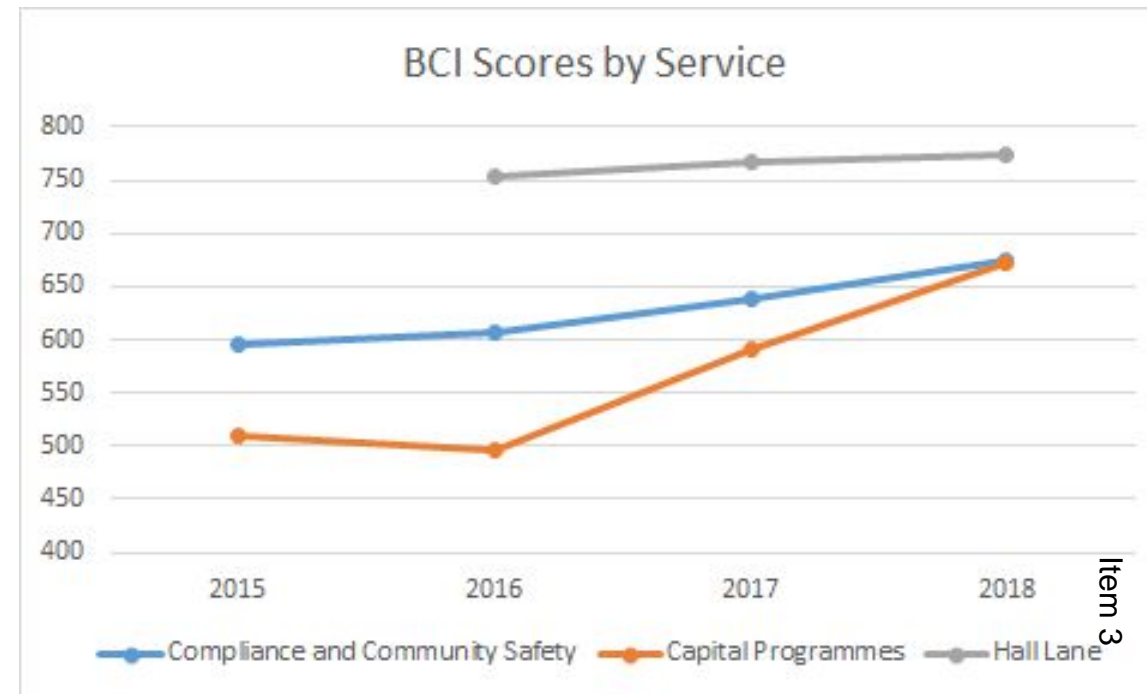
- The Our Manchester Experience has seen over 2,400 attendees, supported by over 45 Guides from across the Council.
- Our Manchester Behaviours toolkit launched, which includes 4 new tools to help staff to understand and embed the behaviours in their role, and service. There are 66 toolkit 'champions' trained (0.93% workforce) across 37 services.
- About You approach to appraisals and one-to-ones with Our Manchester at its heart
- Over a third of the workforce have attended Listening in Action sessions
- Over 325 staff have accessed the Council's employer supported volunteering policy, providing over 2,473 hours in volunteering, demonstrating their commitment to putting the Our Manchester behaviours into action.
- Behaviours embedded into the organisational way of working, through Awards for Excellence categories and judging criteria, Recruitment and Selection Guidance, and internal communication stories and case studies.
- 340 managers attended the Leadership Summit 2018, which weaved the behaviours throughout all organisation priorities, giving managers opportunities to demonstrate the behaviours in their roles.
- A range of service specific workshops / support provided to help further understanding and embedding of the behaviours.
- Supporting the co-design and testing of the Strengths Based Development Programme aligning key messages from Our Manchester Experience.
- Learning and development provider event to ensure Our Manchester is embedded across all our training
- Targeted future activity informed by the Our Manchester service self assessment

Best Practice Case Studies

Taking a proactive approach when responding to bHeard feedback is key to improving future outcomes within services; those that have taken this approach have achieved the biggest growth in the overall scores. In particular Hall Lane Day Centre from Adults Services, Capital Programmes from Corporate Core and Compliance and Community Safety from Neighbourhoods have all seen outstanding results.

All three services:

- Had a senior member of staff take responsibility for the survey.
- Started by consulting with HR and making use of the additional workforce data available.
- Took an open and honest approach with staff when feeding back the results.
- Created staff led groups to address specific issues that came out of the survey results.
- Were realistic about expectations - responding to what they could do and were open about what they could not.
- Developed clear action plans which were shared with staff.
- Achieved incremental improvements year on year



Best Practice: Hall Lane

Hall Lane is one of three Daytime Support Centres across the City and provides front line support to the local community.

Initiatives:

- A real focus on staff engagement; working directly with staff to build confidence so that they feel empowered in their roles.
- Recognition was key - through management regularly praising staff for good work and acknowledging work effort.
- The majority of meetings now held on site and at times when all staff are able to attend.
- Co-developed with staff new localised flexible working arrangements, for both staff and the Day Centre as a service.
- They have been open about the results and have communicated their successes.
- The roles within the Hall Lane Day Centre involve working with the local community and the staff at Hall Lane feel really connected to the people they support and a real sense of achievement/value in the work they do

Best Practice: Capital Programmes

Capital Programmes are responsible for the delivery of a portfolio of high-quality capital projects and the management of construction and professional service frameworks on behalf of a wide range of internal and external clients.

In 2016 the service was the second lowest scoring across the Council. Since June 2018 the service has been working on implementing a culture that works for the staff within the service and have been passionate about responding to the survey results. The service established a team across the service who were tasked with looking at the results and actively listening to staff feedback. An action plan was developed with the management team initially targeting the “quick wins”:

Page 56

- A monthly newsletter to celebrate successes and help staff get to know each other more by interviewing one staff member each month.
- A fortnightly broadcast distributed via email updating staff on general messages and business plan updates.
- A Christmas Toy Appeal.
- Foodbank collections throughout the year.
- Volunteering sessions arranged for all parties throughout the year.
- Development plans which have included succession planning and training plans for all staff.
- An apprenticeship programme.
- Team building lunches.
- A new intranet site for the service.
- A new local induction manual so that new employees get off to the best start.
- Worked with staff to implement a new Flexible working scheme in line with the OWOW principles.
- One-to-Ones are happening more regularly with all staff.

The service really values having a culture where people are feeling engaged at work and ensure that any activity undertaken is received with genuine intent.

Item 3

Best Practice: Compliance and Community Safety

The Compliance and Community Safety service incorporates the teams which fulfil the council's duties in respect of protecting the public and the environment and keeping Manchester citizens safe through reducing crime.

Page 57

- Tried to understand the results in the context of the different teams within the service and worked with HR to get additional data from Best Companies
- Were open about the results with staff and recognised the way staff were feeling.
- Asked staff for their views on what they wanted to see done differently to make this a better workplace, in order to develop tangible actions for the future that can have real impact.
- Delivered on the actions set out.
- Senior Managers became more visible and approachable, and hotdesked with all of their different teams regularly.
- They established a staff group to lead on collecting some of the feedback and continuing the discussion of service improvement.
- Fed back what they had acted on and what they were unable to do along with the reasons behind these decisions.
- They took the time to recognise the good.

Item 3

Our Corporate Response Plan

Continued focus on overarching delivery of Our People Strategy

Building on our strengths

SMT

Externally facilitated development programme to commence in early 2019 to:

Create a sense of 'team' and expectation of collective responsibility and accountability across SMT

Address the challenges to creating a truly shared vision for the Organisation which can be clearly and succinctly articulated to staff

Facilitated personal development

SLG

2019 Programme to:

Agree a leadership proposition in the context of feedback and our behaviours generally (to commence with an externally facilitated session in early 2019)

Create a sense of 'team' and expectation of collective responsibility and accountability

Leadership and management development programmes refreshed in context of future leadership vision

Personal Growth

New OD Lead to commence in early 2019

Development of an organisation-wide talent strategy

Increased promotion of our strengthened learning offer: Apprenticeships, Open to All learning, Elearning, emerging mentoring programme etc.

Local Response Actions

Circa. 3 priority areas to be identified at Directorate and Service area and SMART actions identified

Focus on identifying and addressing quick win and process improvements from free-text comments: 'you said we did' throughout the year

Strengthened internal communications programme to communicate our response to the survey – 'You Said, We Did'



Service Level Response

HR offer to services

HR have shared all the service level results including the presentations and the free text comments.

Alongside this HR have made a blanket offer to all services to go out to directorate and service management teams to present the results, outline how to read the presentations and how to interpret the results.

HR are collecting areas of best practice from services and will be sharing this with directorates.

Expectations of services

Work with HR to understand the results

Think about the service level context behind the results

Communicate results to all staff openly and honestly

Ask staff for their ideas giving staff groups a clear mandate for what you want them to look at and feedback on

Act on ideas

Bring this all together into an action plan

Advice for services and lessons learned

Don't be defensive/try to explain away results

Recognise and build on what works as well as what needs to change

Be authentic

Develop action plans based on the data

Proposed actions need to fall within the discretion of the management team.

Make clear that any changes proposed/implemented were done as a result of the Engagement Survey

Be clear about what you are not able to do and why

Don't try to do everything all at once!

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

Meeting 4 – 2:00pm, Thursday 21 February 2019 Report deadline Tuesday 12 February 2019				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Update on the Council's travel and expenses policy,	To receive a report on the Council's travel and expenses policy with specific reference to the consequences of the proposed changes to the Essential Car User allowance and expenses for the use of taxis in undertaking Council duties	Councillor Ollerhead – Exec Member for Finance and Human Resources	Lynne Ridsdale Carol Culley	
Highways Department HR Plan	To receive a report on the Highways Department HR plan	Cllr Stogia – Exec Member for Highways, Planning and Transport Councillor Ollerhead – Exec Member for Finance and Human Resources	Steve Robinson Lynne Ridsdale	

B Heard survey 2018 outcomes	To receive a report on the outcomes from the 2018 B Heard survey	Councillor Ollerhead – Exec Member for Finance and Human Resources	Lynne Ridsdale	
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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