

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee –
15 October 2019

Subject: Mpeople update: Redeployment

Report of: Head of HR Operations

Summary

The purpose of this report is to provide Members with an overview of the refreshed approach to the Council's approach to supporting staff to identify alternative roles within the organisation when displaced through either organisational structure changes or for medical reasons. This forms part of the organisations m people approach.

Recommendations

The Committee is asked to note and comment on the report

Wards Affected: N/A

Contact Officers:

Name: Carol Culley
Position: Deputy Chief Executive and City Treasurer
Telephone: 0161 234 3406
E-mail: Carol.culley@manchester.gov.uk

Name: Helen Grantham
Position: Interim Director of HROD
Telephone: 0161 600 8380
E-mail: helen.grantham@manchester.gov.uk

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

Name: Nicola Monaghan
Position: HR Operations Lead
Telephone: 0161 234 3596
E-mail: n.monaghan@manchester.gov.uk

Background documents (available for public inspection):

- Personnel Committee Report 24/11/2010
- Report of the Joint Secretaries to the Local Joint Consultative Committee for Employees within the purview of the NJC for Local Government Services – 23 November 2010

1. Summary

- 1.1. The purpose of this report is to restate the *mpeople* principles adopted in 2010 via the *mpeople* framework, describe the work that has been undertaken to review how the approach is working, and an update on progress to date in improving the approach for redeployees, medical redeployees and managers.

2.0 Background and Overview

- 2.1 The *mpeople* approach was developed jointly with the Trade Unions and agreed by Personnel Committee in November 2010 (the *mpeople* Framework Agreement). The strategy was based on a principle of investment in the skills and deployment of the existing workforce to meet personal aspirations in return for flexibility of movement aligned to organisational need, founded on the following principles:

- **Concentration on developing our existing workforce** – external recruitment will be exceptional and only by corporate agreement
- **Pace** – the process has to have people moving around the organisation positively and quickly
- **Progression paths** must be clear from entry level jobs to senior positions and by recruiting at entry level help to reduce worklessness – fulfilling our commitment to prioritise employing young people and Manchester residents.
- **Evidence based** – a strong body of intelligence of the skills we have now and the skills we will need from the target operating models. This will enable movement of staff to be planned based on knowledge of where the surpluses and the shortage of skills are going to be and when.
- **Creating demand for movement** – through effectively moving people to new roles creating spaces for others to move into, through appropriate use of Voluntary Early Retirement and Severance (within existing rules) and through restricting external recruitment including temporary and interim appointments.
- **Managers dealing effectively with poor performance** so that poor performance is addressed at source, not restructured out to another part of the Council.
- **Pull not push** – the purpose of *mpeople* will be to enable services to pull in people with the skills needed rather than push away people not required.
- **Incentive based** – Strategic Directors and Heads of Service are accountable for the delivery of the improvement and efficiencies within their business plans and target operating models. The *mpeople* process will be the primary means by which they can draw in the skills they need and move people within the organisation. This will encourage positive and reciprocal behaviour allowing people to move positively between services.
- All staff on ***mpeople* pathways**. A pathway is a way of describing the journey an employee is on e.g. matched to a new role in a new structure, on a supported placement with a view to a permanent move, or a full time training programme to change career direction.

2.2 In addition to the principles, the operational arrangements set out in the mpeople agreement are very specific, with very clear routes “in” to mpeople:

- **Medical movers** - those staff who, due to a medical condition were unable to continue to carry out their substantive role.
- **Opt ins** - where staff opt for a voluntary move to roles or placements which would match their skills set, provide development or meet organisational need
- **Reach out** - staff with required skill or experience would be reached out to in order to meet organisational needs.
- **Service redesign** - all staff within the scope of a redesign would become part of mpeople and staff who do not secure a role (referred to as “employees”) at the end of the process will continue to be matched via mpeople.

3.0 Review

3.1 Whilst mpeople had been crucial in enabling Manchester to meet unprecedented financial challenges, managing a reduction of over 4,000 posts (40% of the workforce) without resorting to compulsory redundancies, in practice due to the impact of the budget, the approach had to focus more heavily on achieving workforce savings than on staff development.

3.2 Although the processes and systems to support mpeople had not been reviewed since 2010 the financial and organisational landscape had shifted quite drastically and much of the infrastructure to support the delivery of mpeople were no longer in place. In addition, the strategic context including the Our Manchester strategy and approach and Our People strategy were not reflected in the approach.

3.3. In September 2017 a review of mpeople commenced, undertaken jointly by HROD and the Trade Unions which included a review of the principles, the systems and processes in place for staff and managers, and through engagement with staff and managers who had recent experience of mpeople. The review initially focused on the redeployment aspects of the policy (staff who become displaced due to a service redesign or who are no longer able to do their jobs owing to medical conditions).

3.4 The ambition of the review was to move away from the rhetoric of workforce reductions and develop a new narrative and brand for mpeople as a positive tool for the proactive development of our workforce in the context of Our People Strategy and embedded in the behaviours of Our Manchester approach.

3.5 Whilst it was agreed that overall the original principles and routes into mpeople remained relevant, it was felt the operational arrangements in place were no longer fit for purpose. The range of issues identified included:

- The infrastructure previously in place to support the management of mpeople had significantly reduced, including the disestablishment of the dedicated mpeople team within HROD and as a result the approach had lost its drive.
- Staff and managers felt disconnected from the process and staff in particular felt a lack of control.
- There was broad agreement from all parties that mpeople had become more like a traditional redeployment approach and the focus on development had been lost.
- Many staff were confused by the process and often their expectations were not being managed.
- Managers felt there was a lack of pace which was backed up by the data available which showed a number of staff had been without portfolio for over 12 months.

4.0 Refreshed approach - redeployment:

4.1 Through a series of workshops and engagement events a revised approach was developed and launched in September 2018. At the heart of the refresh is a sense of ownership, control and accountability for employees involved and in return a commitment to ongoing support and access to development from managers and HROD.

4.2 The process involves ongoing dialogue between all parties and development is discussed and identified from the very first meeting with staff. Key features of the revised approach include:

- Benefit of an intensive 12 week “matching” period for redeployees and medical redeployees, during which both the organisation and employees work together to find an alternative post.
- Roles and responsibilities are set out at an initial engagement meeting, which includes identification of the employees existing and potential skills.
- Relevant training and development is identified jointly with the employee, HR and the manager to support the job search period.
- All staff are encouraged to go on the Our Manchester Experience and attend a Listening in Action event to get a broader understanding of the organisation.
- Staff can be accompanied to all meetings by their Trade Union representative to provide additional support.
- Staff are made aware of the types of roles they will be matched to based on their skills to better manage their expectations
- Job shadowing or informal visits can be arranged so the employee can better understand the roles they are likely to be matched to and/or are interested in.

4.3 In order to ensure staff are better supported through the process HROD have established additional dedicated resource for mpeople and in addition the team are working much more closely both with internal teams and external partners to strengthen our offer. The team work as a matter of course with the

internal Equality, Diversity and Inclusion Team and Health and Safety Team to enable all avenues of support to be explored from the outset. HROD also regularly engage with Manchester's Adult Education Service who offer basic ICT skills training to staff to improve their chances of identifying a new role.

4.4 In addition HROD have extended their external network to ensure staff are getting the best support available, partners the team are working with include:

- **Remploy** - providing non clinical support around mental health and disability in the workplace. Employees can benefit from counselling and support to assist them in both their work and home life balance.
- **Breakthrough UK** - Supporting employees through providing assessments but also supporting the wider HR team to strengthen their advice on reasonable adjustments.
- **BKSB** (Basic and Key Skill Builder) a diagnostic assessment of english and maths skills in line with the Councils requirement for the workforce to be trained to Level 2 standard.
- **REED agency staffing service** - as part of the Social Value element of the agency contract with Reed recruitment, the agency offers bitesize interview training for displaced staff to support them with future job interviews in the Council.

4.5 Working closely with partners has allowed greater focus on how staff can be supported in their current contractual role rather than having to move and has therefore had the effect of decreasing the number of medical redeployees overall.

5.0 Progress to date

5.1 Since the introduction of the refreshed approach to mpeople there have been significant improvements in the timescales to place the numbers of redeployees overall through effective monitoring and providing additional support to staff in their roles and in the overall experience for staff and managers involved. Key achievements include:

- In the calendar year prior to the new approach going alive there were 99 redeployees (48 redeployees and 51 medical redeployees).
- Compared with the first 12 months of the new process going live there were 94 redeployees in total (51 redeployees and 44 medical redeployees), with an average of 15 weeks to match staff into a new role.
- Currently there are 8 redeployees and 5 medical redeployees seeking an alternative role via the mpeople process.

5.2 In order to maintain focus and pace, there is a monthly meeting with the mpeople team to consider all live cases and to consider options to progress and cases are captured on the Workforce Assurance Dashboards and discussed on a monthly basis with Directorate Management Teams.

Appendix 4 sets out a selection of case studies to highlight some of the positive outcomes achieved over the last 12 months

Current Position by Directorate

- 5.3 As at 30 September 2019 there are 8 redeployee cases split across Adult Social Care (2), Children's Services (4), Neighbourhoods (1) and Growth & Development (1)

As at 30 September 2019 there are 5 live medical mover cases split across Adult Social Care (4) and Children's Services (1).

- 5.4 An evaluation process is currently being developed so staff can feedback on how they have found the experience to inform future developments. Based on informal feedback from staff, managers and Trade Unions all parties feel the process is now much more supportive, transparent and positive.

6.0 Next Steps

- 6.1 The next phase of the mpeople review is to develop a more strategic approach to the development of our internal workforce, using current recruitment and retention data, as well as planning for skills required for the future to devise development programmes for internal staff to meet future needs. This will form an integral part of the next phase of delivery of the Council's Our People Strategy and the development of an overall approach to talent management and succession planning.
- 6.2 The HROD offer will expand support around strategic workforce planning and work with services to develop specific campaigns (Appendix 5 and 6) which will then be made available to all staff across the organisation to register and interest in, developing information days, taster sessions and ultimately assessments in order to create a pool of staff ready to move into service areas. The broad outline of a career campaign has been agreed and work is underway to identify the most appropriate service to target.