

# Highways Workforce

Presentation to Human Resources Subgroup

Steve Robinson, Director of Operations (Highways)



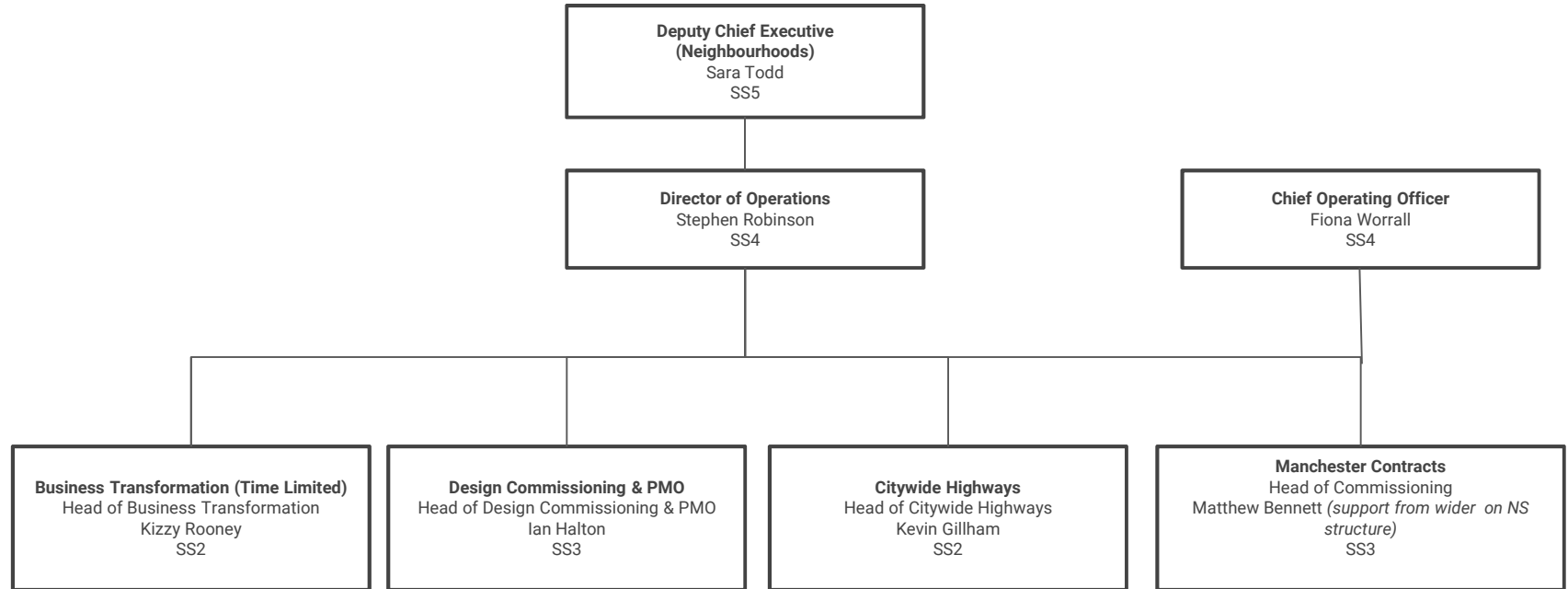
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# Highways Structure & Teams



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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)***

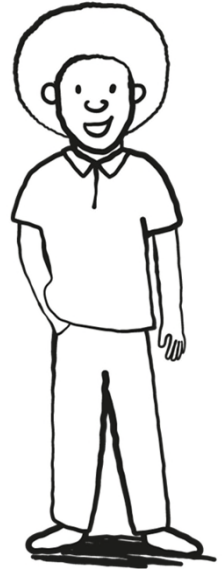
- Project Management & Delivery - Major and Sustainable Projects e.g. Hyde Road, MSIRR & Cycle Schemes and Planned Maintenance
- Traffic Engineering - scheme design, Section 278s, technical advice, consultation etc.
- Minor Highways Design
- CDM/Principal Designer
- Cycling & walking
- Landscape Architecture
- 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.

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



# 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

## ***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

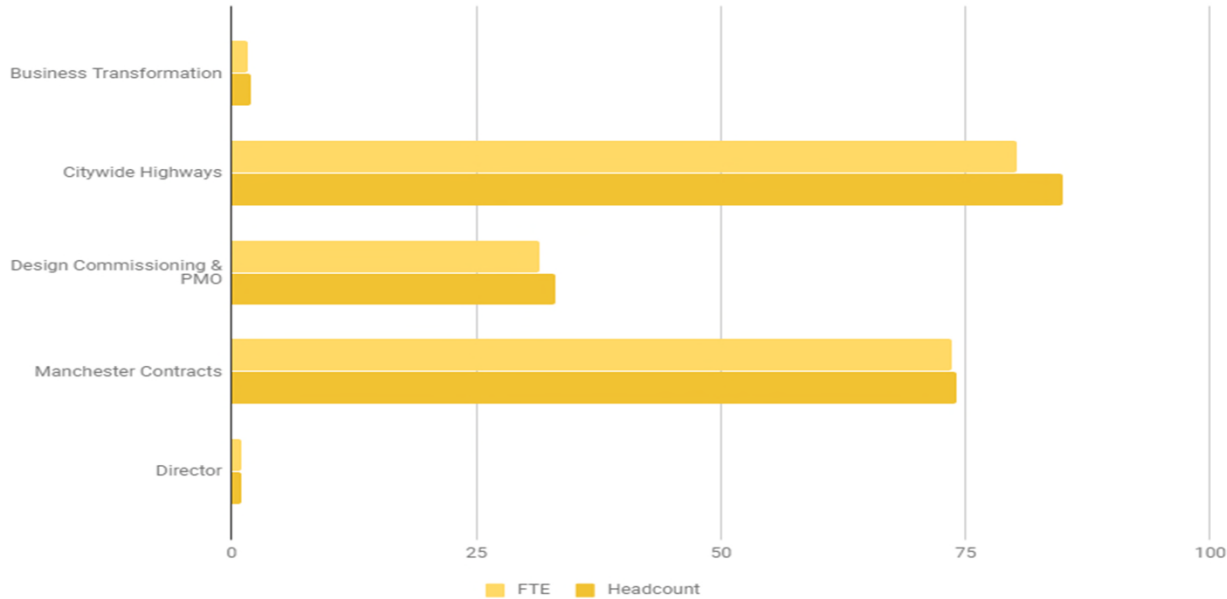


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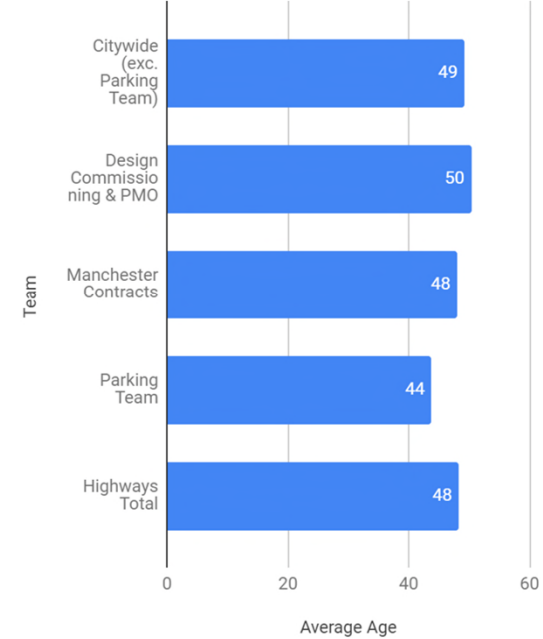


# Highways - Workforce Profile

## Headcount and FTE



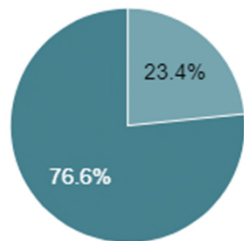
## Average Age by Team



# Highways - Workforce Profile

## Gender

- Female
- Male

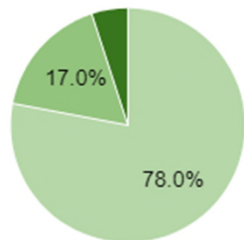


The proportion of females goes up to 39% from 23% if Manchester Contracts are excluded from the calculation

Comparatively the Councils workforce is 67% female

## Disability

- No
- Undisclosed
- Yes

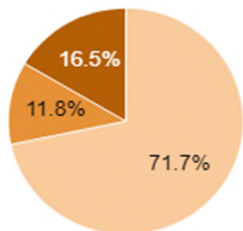


The proportion of disabled staff goes up to 8% from 5% if Manchester Contracts are excluded from the calculation

Comparatively the Councils workforce is 6% disabled

## Ethnic Origin

- White British
- BME
- Undisclosed

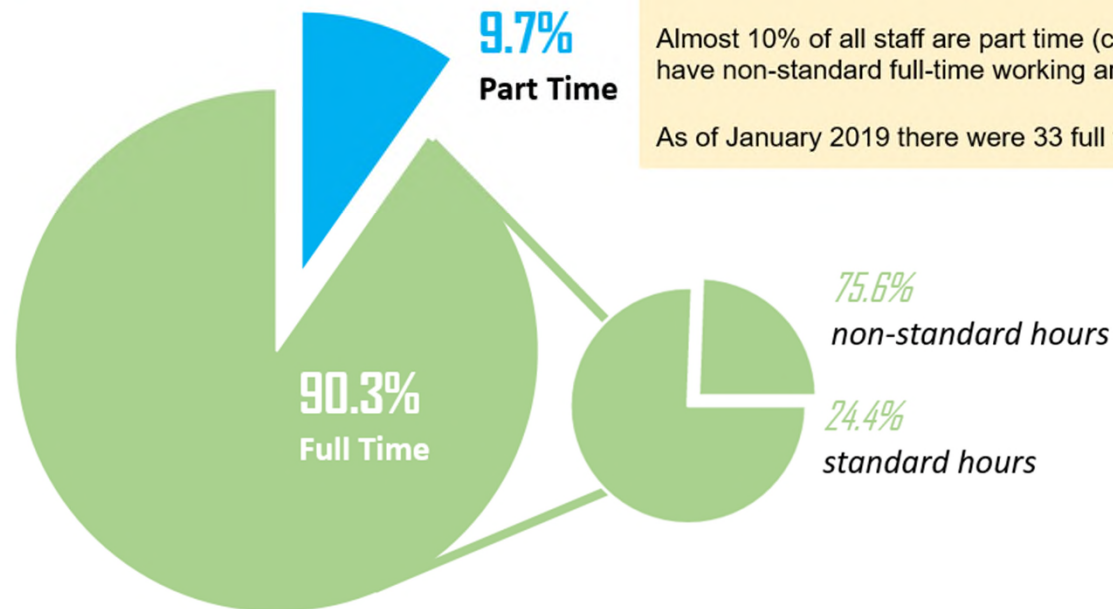


The proportion of BAME staff goes up to 19% from 12% if Manchester Contracts are excluded from the calculation

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.

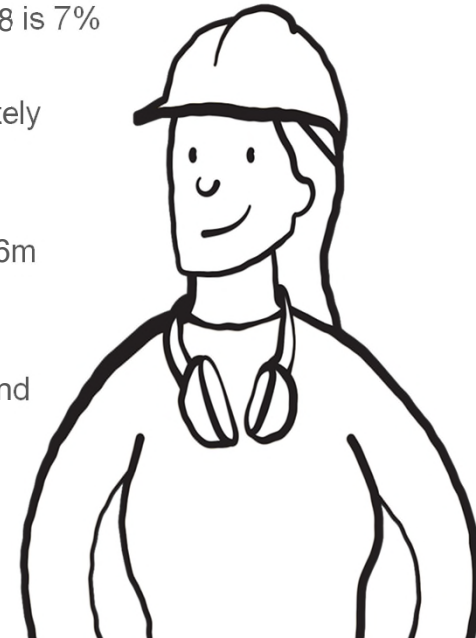
## Overview of Grades:

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
- 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%
- 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

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



3,287 days lost  
due to absence

(189 FTE, 17 Days lost per FTE)

	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%)

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%)

# 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



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# 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

## ***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



# B-heard 2018- What our people said is good

A word cloud visualization of feedback from B-heard 2018. The words are arranged in a circular shape, with the most prominent words in the center and smaller words towards the edges. The colors of the words range from light yellow to dark red.

Key words include:

- people
- team
- good
- supportive
- conditions
- communication
- flexibility
- respect
- helpful
- exciting
- support
- colleagues
- difference
- managers
- manchester
- listening
- first
- work
- money
- providing
- scale
- proud
- societies
- serving
- relationship
- goals
- groups
- backing
- equal
- developing
- holidays
- relationships
- skills
- makes
- benefits
- nothing
- positive
- help
- atmosphere
- improving
- honesty
- together
- trust
- talk
- committed
- challenges
- protection
- health
- wonderful
- public
- delivery
- ideas
- saving
- clear
- advice
- chance
- workforce
- growth
- lives
- excellence
- opportunities
- improvements
- working
- manager
- hours
- safety
- leave
- workplace
- city
- diversity
- deliver
- class
- excellent
- clubs
- flexible
- terms
- serve
- mates
- privilege
- volunteer

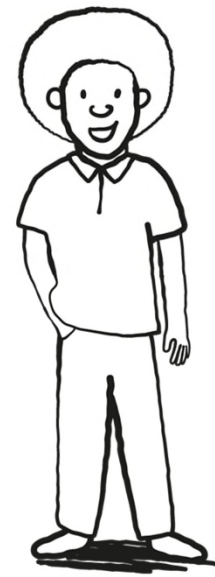


# b-Heard 2018 - Strengths

- 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

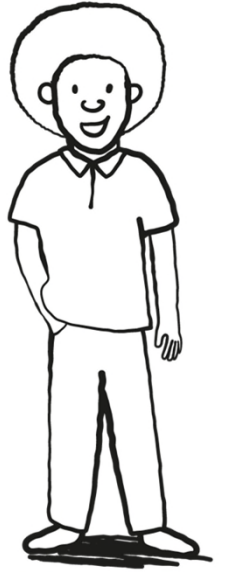


## b-Heard 2018 - What would make it better



# 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



# b-Heard 2018 - Our Response

## ***My Manager***

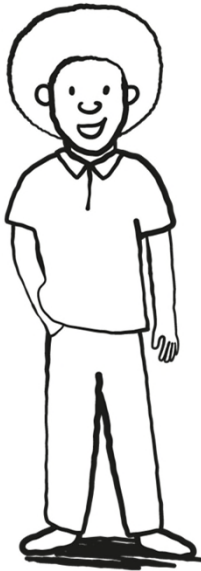
- Continue to draw in additional support and leadership from across Neighbourhoods for Manchester Contracts
- Continued development of people management, coaching and mentoring support
- Establishment of Highways Wider Leadership Team to share best practice and consistency

## ***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



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# 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