

**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee - 5 September 2024

**Subject:** Update on Future Shape Transformation Programme

**Report of:** Deputy Chief Executive and Director of Human Resources, Organisation Development and Transformation

---

**Summary**

The report highlights the progress and achievements of the Future Shape Transformation programme to date and the proposed transition to ensure we continue to build on the success to meet current and future challenges.

**Recommendations**

The Committee is recommended to consider the content of the report, recognise the progress and comment on the future focus of the programme.

---

**Wards Affected:** All

<p><b>Environmental Impact Assessment</b> -the impact of the issues addressed in this report on achieving the zero-carbon target for the city.</p>	<p>The Future Shape transformation programme aims to improve the Council's efficiency and effectiveness adapting best practice in using electronic communications where possible and practical.</p>
<p><b>Equality, Diversity, and Inclusion</b> - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments.</p>	<p>The Public Sector Equality Duty under the Equality Act 2010 requires public authorities to consider equality across their work. There are no direct equality duty impacts as Future Shape is an enabling programme of activity which guides how we work. However, it links to other strategies which make clear commitments to create a truly equal and inclusive city, where everyone can thrive at all stages of their life, and quickly and easily reach support to get back on track when needed. Future Shape is also designed to enable the workforce to represent the Our Manchester behaviours and to demonstrate our attitude and way of working to achieve the Our Manchester vision.</p>

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the Our Manchester Strategy/Contribution to the Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Future Shape is aligned with both the internal ICT & Digital Strategy, and the external Digital Strategy which is designed to strengthen the delivery of the priorities in these plans.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	Digital upskilling is a priority within Future Shape, ensuring that the workforce has the necessary skills and development opportunities, and that the Council becomes an employer of choice
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The use self-serve modern technology will support best use of resources required to deliver services for our residents. A review of the vision for the transformation will ensure we have skilled staff in the right places, enabled to make an equitable difference with care, pride and passion."
A liveable and low carbon city: a destination of choice to live, visit, work	The Future Shape programme aims to improve the Council's efficiency and effectiveness adapting best practice in using electronic communications where possible and practical.
A connected city: world class infrastructure and connectivity to drive growth	This programme of transformation will enable our organisation to deliver digitally, supporting Manchester's ambition of being a digital leader.

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

### **Financial Consequences – Revenue**

There are no direct financial consequences arising specifically from this report.

### **Financial Consequences – Capital**

There are no direct capital consequences arising specifically from this report

### **Contact Officers:**

Name: Paul Marshall  
Position: Deputy Chief Executive  
Telephone: 0161 234 3087  
E-mail: paul.marshall@manchester.gov.uk

Name: Mark Bennett  
Position: Direction of HROD & Transformation  
Telephone: 07908 259971  
E-mail: mark.bennett@manchester.gov.uk

Name: Yvonne Campbell  
Position: Transformation Programme Manager, HROD & Transformation  
Telephone: 0161 953 8400  
E-mail: yvonne.campbell@manchester.gov.uk

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

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

Executive - Wednesday, 17th March, 2021  
Future Shape of the Council and Arrangements for the Integration of Health and Social Care

Resources and Governance Scrutiny Committee - Tuesday, 22nd June 2021  
Future Shape of the Council – Digital and ICT workstream

Resources and Governance Scrutiny Committee - Tuesday, 8th February 2022  
Future Shape of the Council – Digital, Estates, Ways of Working and ICT strategy

Resources and Governance Scrutiny Committee – Thursday, 12 October 2023  
Future Shape – Our Internal Digital Transformation Programme

## **1.0 Introduction**

- 1.1 Future Shape of the Council is an internal transformation programme designed to enable Manchester City Council (MCC) to be in the best possible shape to deliver its ambitions as set out in the Our Manchester Strategy whilst meeting the external challenges the council face from budget pressures.

## **2.0 Background**

- 2.1 Our Manchester is the strategy for the city. It informs the Councils Public Service Reform programme with partners, and approach to delivery through the five behaviours.
- 2.2 Future Shape is one of the programmes of internal transformation work that are changing how the Council operates. This is being delivered alongside council wide transformation programmes across the directorates.

## **3.0 Future Shape of the Council timeline**

- 3.1 In 2020, external support was commissioned to look at the future operating model of the council to ensure that we are efficient and resilient, and partnership working with residents is at the heart of everything the Council does.
- 3.2 This work initially identified 5 priority areas. These areas have evolved since but for reference were:
- DBDXP – now RBDXP (Resident and Business Digital Experience Platform) to give digital first excellent service for people who need to contact the council
  - Corporate Core – Transforming ways of working to provide efficient digital first support to the council
  - Housing ALMO (Arm's Length Management Organisation) – Integration of Northwards Housing into the Council
  - Neighbourhood Working – Now being taken forward through Our Manchester Investment Board (OMIB) and Bringing Services Together for People in Places (BSTPiP)
  - Health and Social Care Integration – Setting the MLCO up for success including with the right underpinning agreements
- 3.3 The areas were underpinned by a set of principles that ensured a continued focus throughout on Our Place, Our Residents, Our Partners and Our People
- 3.4 The focus was to adopt technology and prepare the organisation and our customers with the skills, tools, and motivation to use them. Our digital strategies must be focused on achieving this channel shift. We will work in a human centred way to design service.

## 4.0 Peer Review Recommendations

4.1 In 2021, Manchester City Council took part in a Peer Review. The following recommendations in relation to Future Shape were made:

- We need to be satisfied there is sufficient capacity, in the right places across the council to deliver on Our Manchester, Future Shape and wider transformation plans. Consider more capacity at a senior level on some of these key priorities.
- Clarify what is Future Shape (internal digital transformation) and what is Public Service Reform (partnership working with a focus on prevention and improving outcomes for residents).
- Ensure there is a clear narrative and plan that is owned and led by the senior management team.
- The Council needs to be clear about our Target Operating model, underpinned by clear workstream plans on digital transformation, Human Resources and other policies and the role of the corporate centre etc.
- A clearer definition of the digital ambition to unlock its full potential.

## 5.0 Review of Future Shape – the following changes were made to fulfil the recommendations:

5.1 In 2023, a new Director of Human Resources, Organisation Development and Transformation (HRODT) was appointed. HRODT now have responsibility for business change and transformation, with the Future Shape resource moving from Reform and Innovation and into HRODT.

5.2 The work programme evolved, and changes ensured that there was clear alignment between the ICT ambitions of the organisation and Future Shape. The updated work programme was:

- **Digital:** Implement new back-office digital technology and process changes needed to work smarter and more efficiently, so that resident and staff experience is significantly improved, and we are making best use of the data and intelligence.
- **RBDxP:** Implement an improved customer service offer to ensure that Manchester residents have a high quality, accessible and seamless experience when accessing council services. Reduce the cost of delivering transactional services and redirect resources. Digital becomes the preferred way to access service and residents are supported to become regular and confident online users, and digital becomes the preferred way to access services.
- **Effective Core:** Reshape the Corporate Core to provide the best leadership and support to the organisation and the city. So that core Services, systems and processes are customer-focussed incorporating self-service and digital functions where appropriate and meet the needs of the city, staff, residents and partners. This includes the new Finance and HR System, and the development of an internal digital plan for the Core, ensuring a coherent plan for the implementation of technology aligned with a comprehensive programme of engagement enabling change readiness.

- **How We Will Work:** Improve how we work to give the best experience to residents and employee so that our workforce can thrive in the workplace with the right tools, skills and support; our offices are hubs of activity, collaboration and productivity with a strong connection to the place and communities they are in and our culture prides itself on flexibility, be it hours or place of work.

5.3 The achievements are outlined in appendix 1.

## 6.0 Evolution of Future Shape of the Council to ‘Our Transformation – Enabling Success for the Council’

6.1 A new Deputy Chief Executive was appointed in June 2024 and collaboratively with Senior Leaders, Corporate Core Leadership Team and wider council reviewed the current priorities for the existing Future Shape transformation programme. Many of the programmes of work had moved to business as usual which provided an opportunity to review the programme overall.

6.2 Feedback was the programme had evolved and needed to move into a different direction. The updated transformation programme ‘Our Transformation – Enabling Success for the Council’ is intended to build on our success to date and positioning the Corporate Core Services to **deliver, enable and influence** the Council's response to the needs of our communities and making a difference to residents' lives. Whilst at the same time **creating opportunities and sustained, long-term improvements** in public service delivery across Manchester.

6.3 Transitioning to ‘Our Transformation – Enabling Success for the Council’ will ensure we are effective and efficient in the way we deliver services to ensure our workforce is engaged, equipped and have the right skills, in the right places, doing the right things with care, pride and passion. It is therefore essential the Corporate Core services are positioned to enable, support, and challenge the council's directorates in their mission(s), delivering 'better for less'.

6.4 The programmes ‘work packages’ will be informed and guided by the following principles:

- Person centred and strengths based
- Getting the basics right
- Preventing problems at the earliest opportunity
- Tackling complex problems together
- Collaboration and partnership working that enables equitable access, information sharing and delivery
- Informed by data, insights and evidence and evaluate for impact Adopting and making best use of digital technologies (taking a digital first approach where appropriate)
- Delivering savings and redirecting resources to improve service delivery
- Improving the effectiveness and productivity of staff to deliver better services and outcomes for residents

- Ensuring our staff and the people we serve are at the heart of what we are trying to achieve and have a voice in change.

## **7.0 Communications and Engagement**

7.1 The communications and engagement of Our Transformation - Enabling Success for the Council is important, however relevance and timeliness of these are critical, particularly when considering that Our Transformation is a combination of several major programmes which will have their own requirements for comms and engagement.

7.2 In terms of Our Transformation as the overall programme, a high-level overview of the key activity and milestones over the programme is being coproduced with stakeholders. This will need to be aligned to wider organisational change programmes when considering communications messaging. A comms and engagement plan is being produced with the internal comms team.

## **8.0 Summary**

8.1 Our Transformation – Enabling Success for the Council is an ambitious and challenging programme of transformation. This paper provides a summary of the background to Future Shape, highlights what has been delivered to date and demonstrates why now is the right time to refresh the programme of work so it can enable the delivery of our ambitions.

8.2 The Our Manchester Strategy, Public Service Reform, Climate Change Framework and Corporate Plan have and will continue to set the direction as we build on our successes and respond to the challenges we need to tackle at a city and neighbourhood level.

8.3 Our Transformation – Enabling Success for the Council is internally focused, but improved council services will lead to better outcomes for the residents and businesses of Manchester.

## **9.0 Recommendations**

9.1 Consider the content of the report, recognise the progress and comment on the future focus of the programme

## **10.0 Appendices**

Appendix 1 – Future Shape update including outcomes and refreshed approach