

Manchester City Council
Report for Information

Report to: Resources and Governance Scrutiny Committee –
7 January 2020

Subject: Draft 'Our People Plan 2020/23'

Report of: Interim Director HR and OD

Summary

This report provides an update on the development of Our People Plan 2020/23 to deliver Our People strategy and gives an opportunity for the Resources and Governance Scrutiny Committee to comment on initial proposals

This work is progressing alongside the development of the Councils Budget for 2020 and it is intended to prepare a plan for approval at the Executive in February 2020.

Recommendations

The Resources and Governance Scrutiny Committee is asked to note the development of Our People Plan 2020/23 to support achievement of Our People Strategy and to comment on the initial proposals.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

Our People strategy sets out the ambition for the Council's workforce in terms of skills, knowledge and ways of working. Initiatives to deliver Our People detailed in Our People Plan 2020/23 will have a positive impact on the Council's ability to achieve all of its priorities and thus should have a positive impact on achieving the zero carbon target for the city.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	As one of the largest employers in the city, the Council can contribute to this outcome through its workforce of whom the majority are also local citizens. Our People Plan will set out the Council's approach to providing jobs within the Council in an inclusive way that ensures a diverse workforce that reflects the communities served.
A highly skilled city: world class	As one of the largest employers in the city, the

and home grown talent sustaining the city's economic success	Council can contribute to this outcome through its workforce of whom the majority are also local citizens. Our People Plan will set out the Council's approach for ongoing development of skills and talent.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	As one of the largest employers in the city, the Council can contribute to this outcome through its workforce of whom the majority are also local citizens. Our People Plan will set out the Council's ambitions in this regard.
A liveable and low carbon city: a destination of choice to live, visit, work	Our People strategy sets out the ambition for the Council's workforce in terms of skills, knowledge and ways of working. Initiatives detailed in Our People Plan will have a positive impact on the Council's ability to achieve all of its priorities and thus should have a positive impact on achieving the zero carbon target for the city.
A connected city: world class infrastructure and connectivity to drive growth	Our People strategy demonstrates how the Council will support its employees to contribute to this outcome. Priorities for this will be articulated in Our People Plan 2020/23 to ensure employees are properly equipped with the skills required to use technology effectively and deliver services appropriately in the future.

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Background documents (available for public inspection):

Our People Strategy as agreed in January 2017
<https://democracy.manchester.gov.uk/Data/Personnel%20Committee/20170111/Agenda/6. People Strategy.pdf>

Review of progress against Our People Strategy in July 2018
<https://democracy.manchester.gov.uk/Data/Resources%20and%20Governance%20Scrutiny%20Committee/20180719/Agenda/6. People Strategy.pdf>

1.0 Introduction

- 1.1 Our People strategy, agreed in Jan 2017, recognises the critical role the Council's workforce plays behind the vision of Our Manchester. In agreeing the Strategy there was a recognition that the scale of change described would take time to achieve with its delivery timeline broadly aligned to the Our Manchester 2025 vision.
- 1.2 Our People strategy sets out a compelling vision for a future workforce and workplace where our systems, processes and cultures are fully aligned with Our Manchester behaviours and where people have the skills, opportunity and support to perform at their best. - This, in turn, will ensure the Council can achieve the Corporate Plan and play its full part in delivering on the vision for Our Manchester.
- 1.3 In July 2018 a report to the Resources and Governance Scrutiny Committee provided an update on the delivery of the strategy and emphasised the importance of a continued focus on getting the basics right in terms of our organisational framework, systems and processes for people management as a key foundation for success. A summary of achievements is attached at Appendix 1.
- 1.4 During 2019 there has been continued activity to progress initiatives in support of the Our People strategy as well as the initiation of Our People Plan 2020/23 to articulate how we will continue to progress with Our People ambitions.

2.0 Background

- 2.1 There is an ever changing context for the Council and it is therefore important to regularly review key strategies such as Our People Strategy to take into account emerging influences and opportunities. Key aspects of the changing context include:
 - The Council's latest Budget Plans for 2020 and beyond
 - The Corporate Plan which has recently been reviewed and refreshed.
 - Development of Our Transformation programme
 - Outcome of the latest BHeard Survey when available
 - Outcome of Race Equality Review when available
 - Development of IT Strategy
 - Ongoing development of effective people management.
 - Opportunities and challenges of reform and integration with partners
 - Delivering the Adult Social Care Improvement Programme
 - Delivering the Children's locality model
 - The GM context and emerging new models of public service delivery as well as LGA research on the future of the local government workforce are also relevant
- 2.2 This context, along with learning from the last two years and horizon scanning for best practice informs the development of a draft 'Our People Plan' to include some of the emerging priorities against each theme, which we are

consulting on within the organisation and will inform the final people strategy. The diagram at Appendix 2 summarises the key themes.

Embedding a culture which lives and breathes the Our Manchester behaviours

- Drive work to embed the Our Manchester behaviours including continued utilisation of the Our Manchester Experience and a review and strengthening of the behaviour toolkit.
- Continue to progress with OWOW, modernising and improving ways of working for all as part of Our Transformation programme
- Develop a culture of high trust and high accountability with clear expectations of people, systems, and processes which help embed this.
- Continue to strengthen the organisation's approach to internal communications and engagement with a focus on ensuring the full workforce understand and can access our employment offer
- Deliver the annual Leadership Summit with a focus on making Our Manchester real
- Embed the new approach to induction, including a strengthened model for senior leaders induction
- Strengthen the use of employer supported volunteering to connect employees to our priorities and communities
- Develop a clear workforce approach in response to the Council's commitment to become zero carbon by 2038

Modernising and reforming our service models and approaches to delivery

- Play a leading role in driving forward work on the Health and Social Care Locality Workforce Plan, including identifying broader opportunities for collaboration and ensuring a focus on the employee experience and an integrated Our Manchester approach to the delivery of health and social care in the city
- Identify and drive forward opportunities to collaborate and improve place based service delivery as part of Bringing Services Together 'Workforce Relationships and Place Based Working' workstream
- Drive forward the workforce components of our key improvement programmes including the Adults Improvement Programme, Children's Locality Model development and Highways Improvement Programme
- Review our approaches and models for resourcing cognisant of emerging trends and opportunities around the Future of Work.
- Take full advantage of the opportunities to innovate and improve both employee experience and service delivery aligned through the growing digital agenda.

Driving an inclusive workforce and workplace, reflective of Manchester's diverse communities

- Agree and implement a new model for workforce equality engagement

- Review and strengthen our approach to general and specific learning and development in relation to equality and ensure equality, diversity and inclusion is implicit across our OD offer
- Review current policy and practice in relation to race equality
- Introduce a targeted approach to accelerating the progression of BAME and Disabled employees
- Review our approach to managing workplace adjustments to support disabled staff
- Deliver an annual programme of internal communications and engagement to celebrate our diversity
- Review our workforce equality, diversity and inclusion policy
- Strengthen our approach and narrative around recruitment to emphasise Manchester as a flexible employer which values diversity
- Deliver on the priorities identified in our Employee Health and Wellbeing Strategy including a continued focus on mental wellbeing and launch of a new approach to financial wellbeing

Developing workforce skills and experiences to meet the organisation's needs today and in the future

- Develop a formal Succession Planning and Talent Management framework
- Continue to deliver our public sector apprenticeship commitment maximising
- Develop approaches to strategic workforce planning to inform future workforce needs
- Develop an approach to support internal work experience and skills support
- Re-launch of the Council's approach to 'Graduate' recruitment
- Roll-out of a corporate approach to coaching and mentoring
- Developing an approach to basic skills development for staff
- Strengthen About You to include improved monitoring and tracking and an approach to identifying and supporting the development of employee potential.
- Review and strengthen approaches to supporting the employment of social value priority groups

Enabling and Supporting High Quality People Management

- Increase focus and engagement on managing attendance with the aim to bring down year-on-year absence levels in 19/20 closer to the sector average of 8.5 days
- Embed a new approach to learning and development planning, with more people accessing training in 2020 than before, our L&D budgets fully spent, modernised delivery approaches and a review of training budget allocation.
- Continue to strengthen our approach to resourcing, exploring new models to meet organisational needs, quicker recruitment and reduction in agency use
- Continue to improve and modernise our HR policy framework and guidance including a fundamental review of policy in relation to in-work staff travel.

- Review & re-launch our core leadership and management programmes using feedback and evidence, with a stronger focus on basic people management
- Launch a new programme for aspiring managers
- Improve the organisation's approach to performance management by up-skilling managers, reviewing our systems and processes and driving a more performance focused culture
- Review core people management systems and processes as part of Our Transformation programme

2.3 Work has commenced to consult widely with key stakeholder groups regarding Our People Plan 2020/23 with an intention to present it to The Executive on 12 February 2020 for approval. Key stakeholders will be managers, staff groups including the staff networks and Trade Unions. The final version will also be informed by the Race Equality review and the BHeard Survey results.

3.0 Recommendations

The Resources and Governance Scrutiny Committee is asked to note the development of Our People Plan 2020/23 to support achievement of Our People Strategy and to comment on the initial proposals.