## 4. Workforce Plan

This section sets out the workforce plan for Neighbourhoods, a directorate which is made up of a number of diverse service functions; from employees engaged in professional roles to colleagues undertaking manual work, therefore workforce priorities and development needs to be appropriately managed to meet workforce needs.

During the last year, Neighbourhoods transferred three service areas to Strategic Development (MAES, Work & Skills and Planning, Licensing and Building Control). It also transferred in Highways Service from Corporate Core. During August 2018, the Council communicated its budget position for the year in that there was a potential shortfall of around £13 million. As a result of the budget pressure, SMT implemented a new process to scrutinise all resourcing spend including external recruitment, new posts, consultant and agency spend and this has impacted on areas such as resourcing timescales and agency/overtime spend.

### Workforce Strategy

In order to deliver the Directorate's contribution to the Corporate Plan along with the 'Our Manchester' approach, the priorities will focus on building key skills which are listed below:

- Leadership and Management Capability
- Strengths based conversations
- Customer Care
- Strategic Thinking
- Project Management
- Matrix Management and Partnership Working
- Commercial Skills
- Client and Contract Management
- Political Awareness

The Directorate will continue to promote About You discussions to ensure that workforce development needs are identified and align with the service plans.

<u>Our Manchester Approach</u>

The ‘Our Manchester’ approach provides collaborative and innovative approach to resident engagement. The Directorate’s aim is to develop a resident focused workforce including working with partner organisations, who understand and are accountable for the impact of their decisions and actions on the lives of residents using a ‘strengths based’ approach. The Listening in Action and Our Manchester Experience sessions will help build employees’ understanding of the approach.

Embedding Our Ways of Working (OWOW) in light of recent Timewise Accreditation

The Directorate will maximise flexible working practices in all service areas where possible to ensure it can attract a wide and diverse pool of talent allowing employees to balance their work life balance and taking into account personal needs (such as caring responsibilities).

Recruiting and attracting talent from Manchester residents (including apprenticeship opportunities)

The Directorate will identify positions to offer Manchester residents including apprenticeship roles and Intermediate Labour Market (ILM) opportunities from Manchester College. The introduction of the Apprenticeship Levy has provided opportunities for the Council to deliver apprenticeships in a totally different way. The Directorate has ambitious targets to improve the skills and employment of young people in Manchester as well as increasing technical, management and higher level skills of its own workforce. The Directorate will offer roles for all levels including those coming in at an entry level for unemployed Manchester residents through to higher and degree level apprenticeships for upskilling existing employees where there are skills shortages in the Directorate in areas such as Stone Masonry.

The Directorate has identified that there are roles in service areas that are difficult to recruit to and in to attract a wider pool of high quality candidates, the Directorate will review job design, explore different recruitment & assessment methods and review job evaluation to ensure the role is graded correctly to attract the best applicants.

Leadership and Management Development

The need to build management capability (and capacity) in areas such as conflict management, handling difficult conversations, improving motivation in the team and absence management are pivotal in delivering business plans. The b-heard survey revealed many comments from employees who believed their manager needed to take more robust action to tackle poor performance which was having a negative impact on the team.

Corporate leadership programmes such as ‘Our Manchester Leadership’ and ‘Raising the Bar’ will help facilitate management development. Coaching and mentoring opportunities will help managers to build skills on the knowledge learnt on the leadership programmes.

Workforce Development Plan

The Directorate has an active Workforce Development Group drawn from across its services. The Directorate will support encourage managers to ensure their team members have access to training, specifically mandatory and service specific development activity which allows services to develop commercial skills (e.g. in Trading Services) or provide new or improved services to residents and the community.

Team Development

The development of strong and high performing teams is a priority for Directorate and as such the Workforce Development Group will develop a suite of options to promote this including outdoor team building events, classroom style to competitive fun activities to suit different team learning styles.

**Workforce Priorities**

A summary of the Directorate’s priorities is provided outlined below.

The Directorate will:

- Work to ensure the Our Manchester approach is further embraced and adopted by all employees.
- Continue to develop leadership and management capability.
- Enable succession planning and development for employees by maximising apprenticeship opportunities (for new and existing employees).
- Understand and respond to the outcomes of the BHeard survey with the aim of continually improving employee engagement and satisfaction levels.
- Identify and deliver skills and training for the Directorate through the creation of a Workforce Development Plan to be in place by 1 April 2019. This plan will provide added value/complement the corporate organisational development approach.

- Improve and strengthen team working (including across service areas) to ensure the best possible service is provided to residents.
- Continue engaging employees and ensure there is strong communication with the workforce via the delivery of staff conference(s) and weekly Directorate broadcasts.
- Improve the operation of an agile workforce by the promotion of ‘Our Ways of Working’ and flexible working practices.
- Work to reduce employee sickness absence.
- Continue to reduce reliance on agency and consultants and ensure that the Directorate develops the required talents in-house.