

Our Manchester

Organisation

Development Plan 2021-23

A hello from Joanne

Back in 2016 we launched the Our Manchester Strategy, an exciting plan that outlined our ambitions for the city. Alongside this was the Our Manchester approach, a set of principles and behaviours that would guide us to working in a more strengths-based way. The Our Manchester behaviours are our core values at the council and an incredibly important part of the how our organisation functions.

This plan, Our Organisation Development Plan (OD Plan), builds on 5 years of work to transform the culture of the organisation so that we're in the best place to deliver against our ambitious strategy. We are an organisation who is courageous, determined and above all else has a pride in our work and the city that is unrivalled.

The development of the plan has Our Manchester at its very heart, working with colleagues from across the council, building on their insights and experience so that the voice of the workforce is truly reflected in what is described as our 'priority' areas.

In the delivery of this plan we are structurally hardwiring the Our Manchester behaviours into everything we do, and I am confident that by working together we will reach our ambitions and deliver on our priorities, helping Manchester achieve its vision, and improving the lives of our residents.

I would like to thank everyone who has contributed to developing this plan, and to each and everyone one of you who has a role in making it happen.

Joanne Roney OBE, Chief Executive



How we got here

It's only right that the voice of the workforce is at the heart of this plan. Employees led this process to ensure the plan's priorities and subsequent activities were authentic and accessible.

The OD plan was developed with a core group of **20 volunteers** who represented a cross-section of the organisation. The group were guided through an **agile and design led process** from problem definition, through to coming up with priority themes and solutions, and prototyping a few into reality. In doing it this way, the development of the plan is a piece of OD work in itself.

We didn't start with a blank page, we built on what we already knew about the organisation, and what we learnt interlinks with other programmes of work - mainly Leadership development, workforce equality, talent and diversity strategies.



Using the behaviours framework, we worked with volunteers to:



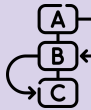
understand what the current view of the organisation is against the behaviours



unearth what the good (and not so good) looks like for the behaviours to then establish the scale for change



used our research and experiences to form ideas, being solution focussed to close the gap



prioritise and validate ideas and solutions, formulating them into a plan - starting to shape our OD plan



take the priorities and activities, and work closely with users to ideate, prototype, refine and embed.

Our Manchester Behaviours

We are proud and passionate about Manchester

We take time to listen and understand

We 'own it' and we're not afraid to try new things

We work together and trust each other

5th behaviour, to be developed

The four **Our Manchester Behaviours** have been adopted by the organisation. We know that the extent to which the behaviours are adopted varies across individuals, teams and services.

This plan will help to embed the behaviours structurally into teams and ways of working, However, what we have learnt through our research is that equality, diversity and inclusion is not explicit enough in the four behaviours.

These five behaviours will strengthen the way we work and treat each other.

We will develop a new fifth behaviour to reinforce our commitment to becoming a more diverse and inclusive organisation.

This will also support the work of the Workforce Equalities Strategy.

Our Manchester



Manchester is our people.

Our purpose is to build happiness, health and self-reliance, and to create prosperous, friendly and cooperative neighbourhoods.

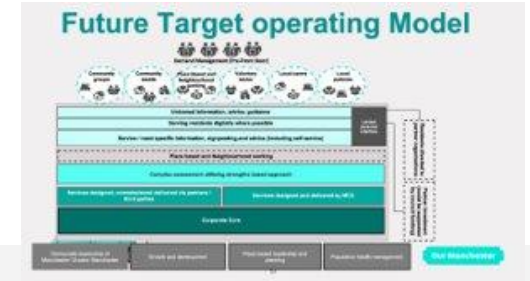
To achieve this we need...



Our Manchester Strategy and Our Corporate Plan



Our Organisation Development Plan



Future Shape of the Council

Our Manchester Behaviours

Our 6 priority areas:

Purpose

Building a shared sense of purpose by understanding the connection between my work, the council's purpose and the delivery of Our Manchester strategy

Decision & Risk

Empowering our staff to make the right decisions at the right time, so that they can do the right thing

Performance & Development

Creating an approach to performance and development that is meaningful and authentic, so that talent can progress, and poor performance is addressed.

Change

Taking an approach to implementing day-to-day changes that is speedy, comprehensive and engaging, so that we focus on the impact of change itself rather than the process.

Diversity & Inclusion

Making Manchester City Council an inclusive, diverse, fair and non-discriminatory organisation, where the workforce can bring their whole selves to work and have a voice

Partnerships

Ensuring our people have the right skills and approach to build and maintain productive relationships when working in partnership with others

Purpose: Building a shared sense of purpose by understanding the connection between my work, the council's purpose and the delivery of the Our Manchester strategy

Now

Agree a **statement of purpose** that reflects the role of the Council

Create a strong **employer brand** for Manchester City Council that supports how we attract, recruit and retain

Roll out an **updated corporate induction** across Manchester City Council that is based on the Our Manchester behaviours and our purpose

Next

Change our **recruitment** process to be focused more on the Our Manchester behaviours, approach and attitudes

Re-design our **internal communications approaches and tools** to be consistently promoting and embedding the purpose and Our Manchester behaviours

Update all documents supporting the **induction process** and training with clear explanations and case studies of what it means to live the Our Manchester behaviours and our purpose

Integrate the purpose and Our Manchester behaviours into all core **HROD policies** and processes.

Later

Improve our **staff volunteer offer** so that so that we can better use volunteering leave in support of the city's priorities and our purpose

Work with managers to ensure that all staff have completed **Listening in Action**, and **Our Manchester experience** by 2023.

Decisions and risk: Empowering our staff to make the right decisions at the right time, so that they can do the right thing

Now

Agree with SMT the **level of decisions** that can be made by staff

Work with directors to understand where **unnecessary rules** are in place that are no longer fit for purpose and remove them

Develop a set of guidelines so ensure that **authorisations** are at the lowest possible level for any new decision processes

Next

Introduce the concept of **risk appetite** to our risk assessment processes working with those who advise on risk to change the culture of risk in the council

Stop identifying people by grade so that we **focus on role and capability**, rather than and not grade ensuring that leadership at all levels is recognised

Later

Develop tools and opportunities to support how we empower staff to make the right **decisions**

Ensure that **'Good Manager Development'** aligns with empowering staff and developing trust and that this is measured through monitoring and evaluation

Set up an **engagement forum** for middle managers defined by role rather than grade, with an annual programme of activity.

Performance & Development: Creating an approach to performance and development that is meaningful and authentic, so that talent can progress, and poor performance is addressed.

Now

Review **HR Policies** related to performance and development so that we can make sure that talent is identified and supported, and poor performance is addressed

Roll-out a revised **About You** process which enables good individual performance to be recognised, supports development, and helps managers to effectively monitor and manage employee performance.

Agree threshold / **standards for conduct and performance** with each Directorate.

Develop **workforce plans** for each directorate across the council

Next

Develop and implement a **Talent and Diversity Strategy**, which includes mechanisms to develop and grow existing staff through personal development offers and staff engagement opportunities and promotion.

Review of HR case work to identify issues arising from poor **performance / management practice**, to inform SMT and agree targeted interventions that are timely and appropriate.

Create and implement a **Manager Accountability framework** to ensure that line managers understand and meet the expectations of their role, with the support in place to be great managers.

Work with services to make sure that all statutory and mandatory **training** is up to date by April 2022, including a review of the corporate mandatory training expectation

Later

Refresh and relaunch a fit-for-purpose **coaching and mentoring offer** that is aligned to talent and diversity objectives including Reverse Mentoring

Develop a **core skills offer** for the workforce that ensures all staff can access the learning and development required to a) undertake their role; and b) develop the supplementary skills required for their development.

Create a **reward and recognition offer** that is authentic, meaningful and timely, that is aligned to performance and behaviours.

Change: Taking an approach to implementing day-to-day changes which is speedier, comprehensive and engaging, so that we focus on the change itself rather than the process.

Now

Create meaningful opportunities for staff to have a **voice within a change process**, particularly for those that are traditionally furthest away from the decision, but closest to the work.

Be an **exemplar** of how to implement change, through the implementation of this OD plan, and support other programmes with best practice

Upskill managers to be able to use **agile project management** as a way of managing projects, alongside other methods used

Next

Create a set of measures to **collect and monitor feedback** on **change processes** to understand and learn how those impacted are feeling, so that we can iterate approaches and make more informed decisions

Ensure all change activity have SMT owners so that they **lead by example**, encouraging agile methodology, consistent check and challenge opportunities, feedback loops, and measuring the impact of change

Collate and share a **toolkit of resources** to build the skills, knowledge and confidence to develop and implement change.

Diversity and inclusion: Making Manchester City Council an inclusive, diverse, fair and non-discriminatory organisation, where the workforce can bring their whole selves to work and have a voice

Now

Develop and embed **a new Our Manchester behaviour** specifically for equality, diversity and inclusion to guide employees and leaders, reinforcing the expectations of our organisation

Use **responses to specific staff survey questions** to inform actions that improve the experiences of equality groups

Implement the **Workforce Equality strategy**

Next

Introduce **zero tolerance expectations** relating to equality, diversity and inclusion as part of all inductions, so that everyone is clear on what is and isn't acceptable

Work to address the blocks for increasing the number of **staff engaging in corporate initiatives** so that levels of engagement are representative of the organisation.

Later

Support managers with a programme of continuous improvement in **psychological safety** with their teams.

Partnerships: Ensuring our people have the right skills and approach to build and maintain productive relationships when working in partnership with others

Now

Learn from services who are exemplars in building and maintaining relationships across the city, so that we can apply it in how we create and manage meaningful relationships internally.

Develop an **Our Manchester OD forum** that creates a dialogue around partnership behaviours in maximising opportunities and overcoming key workforce challenges

Develop guidance to **capture the considerations** when working with staff that have roles that sit across one or more partnerships.

Next

Build **partnership working skills** into Manager Development so our staff can collaborate effectively across silos and expertise.

What is the impact of this plan?

Over time, we'd expect to see the following impact as a result of the OD plan

We will see increased motivation across all our staff team, we will know this through:

- improved **engagement rates** in staff survey and corporate engagement initiatives
- improved **employee experience** as reported in the annual staff survey
- sustained improvement in **key employee performance metrics** such as sickness absence, grievance and disciplinary

As an employer of choice we will attract and retain a diversity of talented people, we will know this by:

- improved ability to **attract, recruit, retain talent** thus becoming an employer of choice
- **increased diversity** in the organisation through career and succession planning, and the end-to-end recruitment process

The experience of delivering our work will become more efficient and effective, we will know this through:

- **quicker and more efficient decision making** that is evidence based and takes a positive approach to risk
- all staff having access to the tools, knowledge and skills to be **successful at work and resilient to change**, with supportive managers
- **performance being well managed**, with all staff having up-to date development plans and timely, constructive 121s

Our leadership and management individually and collectively support our organisation to be successful, we will know this because:

- managers have the support they need to be **high-performing managers**, who understand and are fully supported in their role as a line manager
- we have **Greater diversity** represented across our leadership and management roles
- **leadership is recognised and celebrated at all levels of the organisation**

How we will measure

Tracking our progress and short term impact

Initiative by initiative & pulse check

Every activity or group of activities will have project plan and target indicators to ensure we are progressing as planned and making adjustments where needed.

Alongside this we will then conduct small pulse surveys (5 questions) every 3 months targeted at those receiving the benefit of the action/s to understand if the change has moved the dial.

Understanding impact for Services and Directorates

Aligning to needs of Directorates

Actively using the monthly and quarterly dashboards with Heads of Service and Directors to connect the work into the needs of services and directorates.

Tailoring initiatives and activities to meet these agreed needs within the scope of the OD Plan.

Helping Heads of Service and Directors to also understand their role in delivering to this plan.

Tracking the long term impact of our work

Quantitative and Qualitative measures

Tracking the long term impact of the OD plan on our employees

We will use established quantitative data from our annual staff survey and workforce metrics to track what is changing over time.

Where we are not seeing the changes anticipated we will undertake qualitative research to identify how the plan can be adjusted to deliver the needed change.

Governance & making the plan work for us

Why is it important?

We want to set-up a governance rhythm which will allow us to achieve our goals, but will also ensure we're focusing on the right things as we progress.

It's critical that the OD plan drives real behaviour, so, we will commit to a process whereby we 'check-in and iterate' the plan - regularly taking stock of progress, outstanding activities and any key learnings about why something was and was not achieved.

How do we do it?

This plan is owned by the Chief Executive. We will report to SMT as the **steering group**. There will be an internal governance mechanism within HROD, and a **working group**.

The steering group

- The OD team and SMT check-in on the live plan **quarterly**.
- We give an update on progress, key learnings & insights from the process
- Leadership share guidance and support in overcoming key issues and challenges.

The working group

- The OD team and key activity leads check-in on the live plan **monthly**.
- We hold each other to account by discussing and noting progress
- We discuss our successes and failures and why these occurred - we might even find that due to changes in circumstances we need to pivot our focus to make it more relevant
- We make necessary changes to the plan and we agree on key roles and responsibilities for sequential activities

If you have any questions please contact

ourmanchester@manchester.gov.uk

or

search for “xyz” on the intranet to find out more

