

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 7 February 2018

Subject: Workforce implications of the Manchester Local Care Organisation for City Council Staff

Report of: Lynne Ridsdale - Director of HR & OD

Summary

This report sets out the workforce arrangements for the Local Care Organisation (LCO) as it affects adult social care services during its first year of operation 2018/19. There will be impacts on the Council's workforce across a wider range of services in future years. Reports on these impacts will be brought to the Committee at the appropriate time. The proposed arrangements for 2018/19 ensure delegation of operational line management to the LCO within integrated teams, but with safeguards and protocols in place to protect the Council's interest as an employer and its statutory responsibilities for Adult Social Care.

Recommendation

That the Committee agree the proposed HR protocol, as set out in this report, for inclusion in the LCO Partnering Agreement.

Wards affected: All

Financial considerations:

Revenue: None
Capital: None

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Background documents:

The Manchester Local Care Organisation report to Executive 7 February 2018

Implications for:

Anti-Poverty Equal Opportunities Environment Employment

No

Yes

No

Yes

1. Background and Context

- 1.1 The Local Care Organisation (LCO) is one of the three key pillars described in the Manchester Locality Plan to deliver improved outcomes for the population of Manchester and provide health and social care services that are clinically and financially sustainable. The LCO will deliver all out of hospital, community based, health, primary and social care services on an integrated basis with effect from 1 April 2018.
- 1.2 There will be circa 990 FTE MCC employees from across Adult Social Care and Business Delivery who will transition to the LCO during 2018/19 to deliver these integrated services, with other services being included at a later date. Social Work, Primary Assessment and Reablement services will be the first services to come together with Health as part of twelve Integrated Neighbourhood Teams working across the City.
- 1.3 An overview of the areas that will transition during 2018/19 to become part of the LCO are set out below:-
- Primary Assessment and Social Work Teams
 - Reablement
 - Hospital Social Work Teams
 - Learning Disability Social Work Teams
 - Assistive Technology
 - Short Term Intervention Team
 - Shared Lives
 - Equipment
 - Adaptations
 - Community Alarms
 - Learning and Physical Difficulties Supported Accommodation
 - Day Centres
 - Information and Advice Team
 - Admin Support for Social Services
 - Personal and Individual Budgets
- 1.4 Services that are in scope to transition at a later date are the Adults Emergency Duty service, Children's Early Help services and some commissioned services.

2. Workforce Impact

- 2.1 Each post in scope will be deployed during 2018/19 to the LCO in line with a phasing timetable. Deployment will require the post to operate within integrated teams, within the overarching LCO governance. All MCC staff will, however, remain employees of the Council on their current terms and conditions of service.
- 2.2 A set of workforce management principles have been developed as a HR protocol, for inclusion in the Partnering Agreement, which defines how

integrated working will operate, in order to achieve the strategic objectives of the LCO whilst providing clarity of the link to the substantive employer.

2.3 The proposed HR protocol is as follows:

- The LCO Board to have responsibility for the sign off of staffing resources deployed to the LCO.
- Day to day management of resources deployed to sit fully with the LCO, within the employer's policies and agreed resource provision (to include recruitment, development, performance management, additional or varied duties and payments and all associated consultation with the Trades Unions).
- All posts deployed both occupied and future vacancies, to remain on their substantive (MCC) employer's terms and conditions and associated national pay bargaining framework (NJC pay award for MCC posts), with the exception of roles funded by pooled budgets.
- Roles funded by any future fully pooled budgets can be appointed on the terms of any employer within the pooled funding agreement.
- All new appointments to be made with reference to the employer's job evaluation scheme and will specifically maintain MCC's commitment to avoiding zero hours contracts and ensuring compliance with the MCC Manchester Minimum Wage.
- The LCO takes responsibility for ensuring that the DASS statutory responsibility for the continuous professional development (CPD) of social workers, as a regulated profession, is met within agreed financial provision.
- Updates on changes to deployed resources to be provided through monthly management information reports (pending any kind of integrated information management solution) and through formal relationships within HR teams.
- Changes to deployed resources (restructures, role redesign etc.) must be made within employer's (MCC) procedure in full consultation with the relevant Trades Unions and to be signed off by the LCO Board which will include a representative of the employer.
- Overarching principles will be defined for common processes where a single approach is required for integrated teams, e.g. managing change and recruitment, informed by the relevant employment policy. All such principles to be signed off through the partnership board ahead of formal consultation with the Trades Unions.
- Access to occupational pension, including retirement, Voluntary Early Retirement (VER) and flexible retirement may only be determined by the

employer, as the pension scheme Admitted Body, with reference to the agreed pension discretion policy.

- Investigations into the conduct or capability of MCC staff may be progressed by local line managers with reference to the appropriate procedure but decisions in relation to dismissals of any kind (to include performance / capability dismissals; VER or severance etc.) must ultimately be made by the employer.

3. Engagement

- 3.1 Communication and consultation with trade unions is being managed through an LCO Partnership Forum which meets on a monthly basis. All relevant organisations are present at this meeting where key updates and topics affecting the workforce are discussed and consulted on. It is essential that all in scope staff receive clear and effective communication about the creation of the LCO, and what this means for them. These meetings ensure that all emerging issues are captured and debated. A sub-structure group has also been set up to allow a focus for discussion and resolution of some of the more challenging issues that may affect the workforce.
- 3.2 There are also JCC meetings which have been set up within the Adults Directorate, specifically to share information and discuss issues that arise from the integration programme. These are chaired by the Interim Deputy Director of Adult Services.
- 3.3 Staff engagement sessions for adult social care staff have recently been held across the City and hosted by members of the LCO Executive Team and the Executive Director of Strategic Commissioning (DASS) to present a detailed overview of how the LCO will work in practice and what integrated teams look like.

4. Organisation Development

- 4.1 In support of the transition a comprehensive organisation development programme has been developed in conjunction with the management of workforce principles, which addresses workforce skills, engagement and culture as follows:-
- The asset based skills development offer, which must underpin all future assessment and delivery processes, has been baselined and assurance provided about the strength of this provision. Plans for developing this further are being developed including through apprenticeships and a common development offer across all partners
 - An integrated career pathway, driven by apprenticeships, has been developed across health and social care. Within this the apprentice development route that reflects integrated working within currently available apprentice standards has been identified and confirmed, together

with options for developing new standards which fully reflect new roles going forward

- The LCO is commissioning a bespoke leadership and management programme for developing effective place-based leaders across the 12 Manchester Neighbourhoods. This programme will support managers to build their knowledge and shape their behaviour to deliver a place based services while forging positive relationships, having asset-based conversations and co-creating solutions to build resilience in communities and to improve the health and wellbeing of Manchester residents. Each of the 12 Integrated Neighbourhood Leadership Teams will be made up of 5 key roles:- a GP Lead, Social Worker Lead, Nurse / AHP Lead, Mental Health Lead and an Integrated Neighbourhood Team Manager. There will be a total of 60 people who will participate in the programme and each quintet will work together to generate a shared identity and purpose at a neighbourhood level, while developing locality wide relationships and peer support networks.
- The LCO, including the MCC HR/OD team, is developing an organisation development framework, linked to Our Manchester, which includes developing bespoke values, induction and onboarding process for existing staff and new starters, to support them in understanding the purpose of the LCO and required behaviours in order that they may work effectively in their role.
- To prepare for the transition the Council is addressing workforce issues as part of its wider of improvement work. This includes:-
 - Strengthening focus on supporting an engaged, motivated and skilled workforce through analysis of Beard and CQC findings and further detailed consultation with the workforce, in particular the social workers. This analysis has identified the strengths and opportunities within current provision but made a series of recommendations for improvements around service culture and the refresh of the professional social work model, which are now being developed into a detailed plan.
 - Capacity and resources of the operational workforce are being assessed with regards agency spend and other workforce metrics including vacancies and staff absence. A set of issues have been developed as a basis for future strategic workforce planning.

5. Conclusion

The proposed workforce model for the LCO is designed to deliver efficient, integrated service to our citizens through a highly skilled and motivated workforce.

6. Comments from the Director of HR/OD

The proposals put forward will all be delivered within MCC policies and procedures and will therefore ensure resources will continue to be managed within the existing employment framework.

7. Comments from Finance

The financial implications are reflected in the Adult Social Care budget 2018/19 and 2019/20. Financial delegation of the budget will remain with the statutory Director for Adult Social Services (DASS). The arrangements for financial monitoring and reporting to both MCC and the LCO on the use of resources will be set out in the Partnering Agreement between MCC and the LCO.

8. Trade Union Comments

To be tabled

9. Comments of the Deputy Chief Executive (People, Policy & Reform)