



Overview and Scrutiny Human Resources Sub Group

Date: Wednesday, 31 July 2019

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

Access to the Council Antechamber

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

Membership

Councillors - Russell (Chair), Andrews, Clay, Rowles, Stanton and Wheeler

Agenda

- 1. Minutes** 5 - 10
To receive the minutes of the HR Subgroup meeting held on 21 February 2019
- 2. Adults Workforce** 11 - 46
Presentation by the Executive Director of Adult Social Services attached.
- 3. Apprenticeships** 47 - 72
Presentation by the Head of Workforce Strategy

This presentation provides an update on the Council's apprenticeship strategy and activity since the introduction of the apprenticeship levy and includes information on the number of Our Children employed as apprentices.
- 4. Update on the recruitment to vacant senior officer posts**
Update by the Interim Director HROD

To receive an verbal update report on the progress that has been made with the recruitment to vacant senior officer posts of the Director of HROD and the Director of ICT.
- 5. Update on BAME Workforce Review** 73 - 82
Report of the Head of Workforce Strategy

This report provides an update on work to review the Council's policy and procedures as they relate to race equality. This work is being progressed in the context of data on employee disciplinary cases considered by the Resources and Governance Scrutiny Committee at its February meeting.
- 6. Work Programme** 83 - 90
Report of the Governance and Scrutiny Support Unit

To review and agree the Work Programme for the Subgroup.

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

Mike Williamson
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Email: m.williamson@manchester.gov.uk

This agenda was issued on **Thursday 25 July 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

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Overview and Scrutiny Human Resources Sub Group

Minutes of the meeting held on 21 February 2019

Present:

Councillor Russell – in the Chair
Councillor Clay

Also present:

Councillor Ollerhead, Executive Member for Finance and Human Resources
Councillor Stogia, Executive Member for Environment, Planning and Transport

RGSC/HRSG/19/01 Minutes

Decision

To approve the minutes of the meeting held on 21 November 2018 as a correct record.

RGSC/HRSG/19/02 Staff Travel Policy Update

The Chair announced that consideration of this item would be deferred to a future meeting.

Decision

To defer consideration of this item to a future meeting of the Sub Group.

RGSC/HRSG/19/03 Highways Work Force - Presentation

The Sub Group considered the presentation provided by the Director of Operations (Highways).

Officers referred to the main points and themes within the presentation which included: -

- An overview of the Highways structure and teams;
- A profile of the workforce;
- Health and Wellbeing data;
- Comparative information for the 2017 and 2018 BHeard survey results and areas identified for improvement; and
- Identified challenges and opportunities.

Some of the key points that arose from the Sub Group's discussions were: -

- To recognise the improvements that were being made to the Highways Service;
- The rate and type of sickness absence within the service;
- That it was important to be clear to staff that expectations had changed and that they would be supported through good management to improve rather than

dwelling on past performance issues which had stemmed from poor management;

- The importance of About You sessions as a starting point for performance management and, where necessary, capability procedures, and to request information on what percentage of staff had had an About You session with their manager;
- What the results of the BHeard Survey were for senior staff within the service;
- What was being done to fill vacancies, including those at senior levels, and the importance of offering flexible working to attract people to the service; and
- The importance of ensuring that appropriate reasonable adjustments were being made for disabled staff.

The Director of Operations (Highways) reported that previously staff on long term sickness absence had not been managed back to work but that now this was being addressed through return to work plans, home visits and regular contact. The Head of Transformation (Highways) informed Members that, of the 44 people that had been absent during the reporting period due to long-term sickness, 13 of these were stress related. The Executive Member for Environment, Planning and Transport reported that, in a presentation to a future meeting, officers would include more detailed information on absences. She highlighted that Manchester Contracts had particular challenges which required additional support and that their figures were not representative of the whole Highways Service.

The Head of Transformation (Highways) agreed that staff needed the opportunity and support to do their job well and outlined the training being provided to supervisors and how staff were being engaged with. The Head of HR Operations reported that the service had a full-time HR officer allocated to it.

The Head of Transformation (Highways) informed Members that staff at Grades 10 to 12 were the most disengaged, according to the BHeard survey, and that this was in relation to the Fair Deal, My Team and My Company factors. She reported that workshops had taken place with this staff group and plans were being put in place to address the issues they raised.

The Head of Transformation (Highways) reported that officers were reviewing the recruitment strategy in terms of the best channels and materials to promote the vacancies and that it would include targeting specific groups, such as women in construction. The Director of Operations (Highways) reported that he was working with the Head of Work and Skills to develop a 'Made in Manchester' programme to offer graduate schemes and apprenticeships which included placements with a range of partners. He informed Members that officers were also working with military charities to see if the Council could attract ex-armed services personnel to work in this area. The Chair welcomed this.

The Director of Operations (Highways) informed Members that health screening in relation to Hand-Arm Vibration Syndrome (HAVS) and hearing tests had been undertaken for all staff in Manchester Contracts. This had identified a number of people that required adjustments, and reasonable adjustments had then been made, where appropriate. This was also welcomed by the Chair. A Member suggested that

the next presentation including information on the impact this was having on staff absence.

Decision

To request a further presentation or report in 6 to 9 months' time to include:

- What percentage of staff in the service had had About You sessions with their manager and the reasons for any which had not taken place, whether this was resulting in improvements in performance and any capability procedures which had been started;
- Information demonstrating that reasonable adjustments were being made for disabled staff;
- What the impact on staff absences was of testing for health issues such as HAVS and making reasonable adjustments;
- Information on any remaining vacancies in the service, including why they had not been filled, what the plan was to fill them and, if applicable, an analysis of the reasons that a particular post could not be filled. To also include consideration of apprenticeships and recruitment opportunities for groups such as ex-offenders and Our Children (young people leaving care).

RGSC/HRSG/19/04 BHeard 2018 Overview - Presentation

The Sub Group considered a presentation that provided an overview of the outcomes of the BHeard survey that was conducted in 2018. Officers referred to the main points and themes within the presentation which included: -

- The context of the BHeard survey;
- Comparative data on the response rates;
- Headline results;
- Comparative data against the 2017 survey results;
- Identified key strengths of the organisation;
- Those areas identified for improvement;
- Response analysis for staff with protected characteristics, by gender and by age;
- The work to embed the Our Manchester behaviours;
- Case studies; and
- A description of the corporate response and the service level response to the survey results.

The Chief Executive outlined the steps being taken to make improvements in relation to the leadership factor. She reported that she had sought feedback from the top 100 managers on what they thought good leadership looked like and what improvements could be made, which managers had reacted positively to. She informed Members that the Corporate Plan had been published after the BHeard Survey had taken place and that the Listening in Action sessions had since been changed to ensure that staff and managers understood that there was one single plan and set of priorities that the Council had to deliver together. She reported that a development programme had now been put in place for senior managers and that a leadership plan was being developed collaboratively with the top 100 managers.

Some of the key points that arose from the Sub Group's discussions were: -

- Request for further information on the breakdown of responses to the leadership factor by grade;
- Request for a list of questions in the survey;
- Whether exit interviews were carried out with managers who left the organisation;
- How staff were responding to the new values;
- Request for information on the service areas which had performed less well in the survey; and
- What plans were in place to fill the post of Director of HR and OD.

The Head of Workforce Strategy provided the Sub Group with further detail of the responses to the leadership factor, broken down by grade. The Executive Member for Finance and Human Resources highlighted the recent changes in organisational culture, including the introduction of Our Manchester ways of working and changes in performance management, and advised that this would have impacted on the results, as staff and managers were still adapting to this new approach. He reported that he expected next year's results to show clear progress, as these changes became more embedded.

The Head of HR Operations reported that all staff leaving the organisation were offered the opportunity for an exit interview, which could be carried out by their line manager or an HR officer. She advised Members that staff might have previously felt that there were too many different lists of values, behaviours and priorities but that the Corporate Plan pulled everything together into a single plan for the organisation. She informed Members about work taking place to develop managers' softer skills so that they could manage staff behaviours.

The Head of Workforce Strategy provided information on the services which had performed less well in the survey, reporting that focussed work was taking place with these services but that a number of them had improved significantly on their results from 2017.

The Chief Executive informed Members that the Council had started the process of recruiting a new Director of HR and OD. She reported that, as it could take about 6 months to get someone in post, arrangements had been made for two officers to cover this work and that the Council was also exploring the option of bringing in additional interim support. The Members said that this appointment was of great concern and that they would like to see someone permanent in post as soon as possible.

Decisions

1. To request an update report in 6 months' time.
2. To request that the list of questions in the BHeard Survey be circulated to Members of the Sub Group.

RGSC/HRSG/19/05 Work Programme

The Sub Group were invited to consider and agree the work programme.

Decision

To agree the work programme, subject to the amendments agreed under the previous items.

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Adults Workforce

Presentation to Resources Scrutiny Committee

Bernie Enright: Executive Director of Adult Social Services



MANCHESTER
CITY COUNCIL

Adults - We Value our Workforce

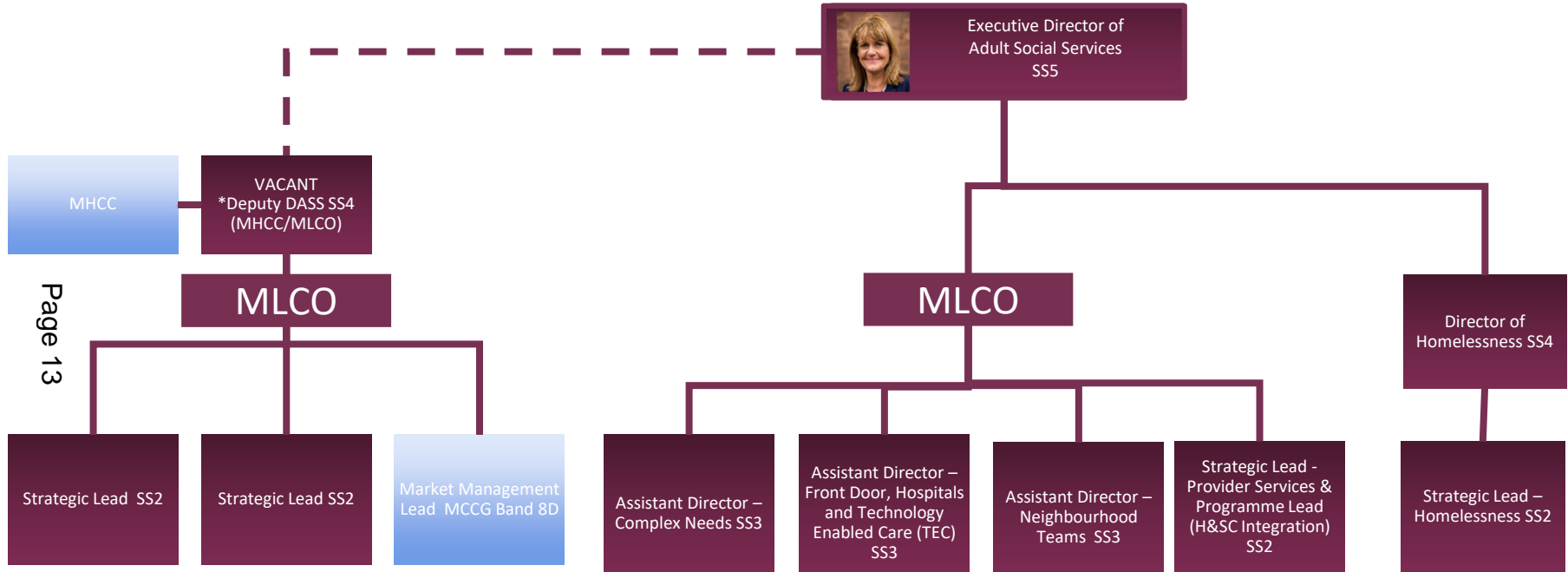
What we have developed so far:

- Investment programme to recruit more staff - recruitment campaign successful in attracting great calibre of new recruits
- Activators - c60 staff volunteers “owning it” and getting involved in improvement and transformation activity: “Our Manchester” in action.
- Strengths Based Development Programme - immersive, creative programme to enable staff to understand Our Manchester strengths based approach, create an emotional connection to it and learn practical tools & techniques to put it into practice (will be rolled out across Manchester system)
- Many more staff accessing learning and development
- Social Work apprenticeship programme launched and first cohort recruited for Sept start
- Workforce Development Group providing leadership, governance and connectivity to range of workforce development activity across Directorate
- New Adult Social Care Induction programme developed with staff for staff
- Significant focus on putting in place the “right conditions” to enable new strengths based approach eg. new assessment forms, review of decision making and governance, better connectivity to universal and community support

What's next:

- Workforce Strategy to be developed to enable Confident and Accountable Adults Social Care Service
- Team Manager development programme to build capacity and confidence
- Bespoke Assisted Supported Year in Employment (ASYE) programme for newly recruited, newly qualified social workers
- New Career Pathway for social work as first step in developing comprehensive career pathway for all staff

Adults - Our Senior Structure



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Item 2

*Role to be considered for refocus and redesignation at Personnel Committee on 24 July 2019

Adults - Our Teams

Teams that work within the Manchester Local Care Organisation (MLCO)

Provider Services:

- Manchester Service for Independent Living (MSIL)
- Retained Advice Service
- Community Alarm Service
- Day Services
- Disability Supported Accommodation Service (DSAS)
- Short Breaks
- Reablement

Adult Social Care:

- Integrated Neighbourhood Teams (Social Workers and Primary Assessors)
- Hospital Teams
- Learning Disability Social Care Teams
- Shared Lives
- City Wide Care Homes Team
- Citywide Services Teams - Drugs, Alcohol, No recourse to Public Funds, Sensory, Transition, Asylum and Refugee, Emergency Duty Service
- Adults Multi Agency Safeguarding Hub (MASH)

Adults - Our Teams

Teams that work within the Manchester Local Care Organisation (MLCO) cont...

Business Support (MLCO)

Commissioning:

- Brokerage
- Contracts, Placement and Purchasing

*The Commissioning teams currently sit within MHCC, but will transfer to the MLCO with effect from 1 August following the outcome of Phase 2 of MHCC.

Teams that work within Manchester Health and Care Commissioning (MHCC)

- Population Health and Wellbeing
- Strategic Commissioning
- Quality Performance and Compliance
- Living Longer Living Better Programme Team

Teams and services that are retained within Manchester City Council:

- Homelessness
- Business Support (Retained Services and Childrens)
- Safeguarding - Deprivation of Liberty (DOLS), Independent Domestic Violence Advice (IDVA)
- Strategic Business Support

* Phase 2 of MHCC brings the operational functions of commissioning into the MLCO

MHCC Phase 2

Manchester Health & Care Commissioning is a health and social care commissioning partnership between Manchester City Council and Manchester Clinical Commissioning Group.

- **Phase 1** - partnership formed on 1st April 2017 by bringing services together
- Phase 1 saw 74 MCC employees deployed to MHCC
- **Phase 2** - July 2019 sees a shift of focus for the partnership to support it as a 'strategic commissioner'
- Phase 2 review has identified operational commissioning roles to change their deployment from MHCC to Manchester Local Care Organisation (MLCO)
- 32 MCC employees will change their deployment from MHCC to MLCO from 1st August
- An existing vacant MCC senior leadership role is being refocused as Deputy DASS and the new appointee will lead the MCC commissioning voice within MHCC and across strategic and operational commissioning.

Workforce Profile

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Item 2

Adults - Workforce Profile

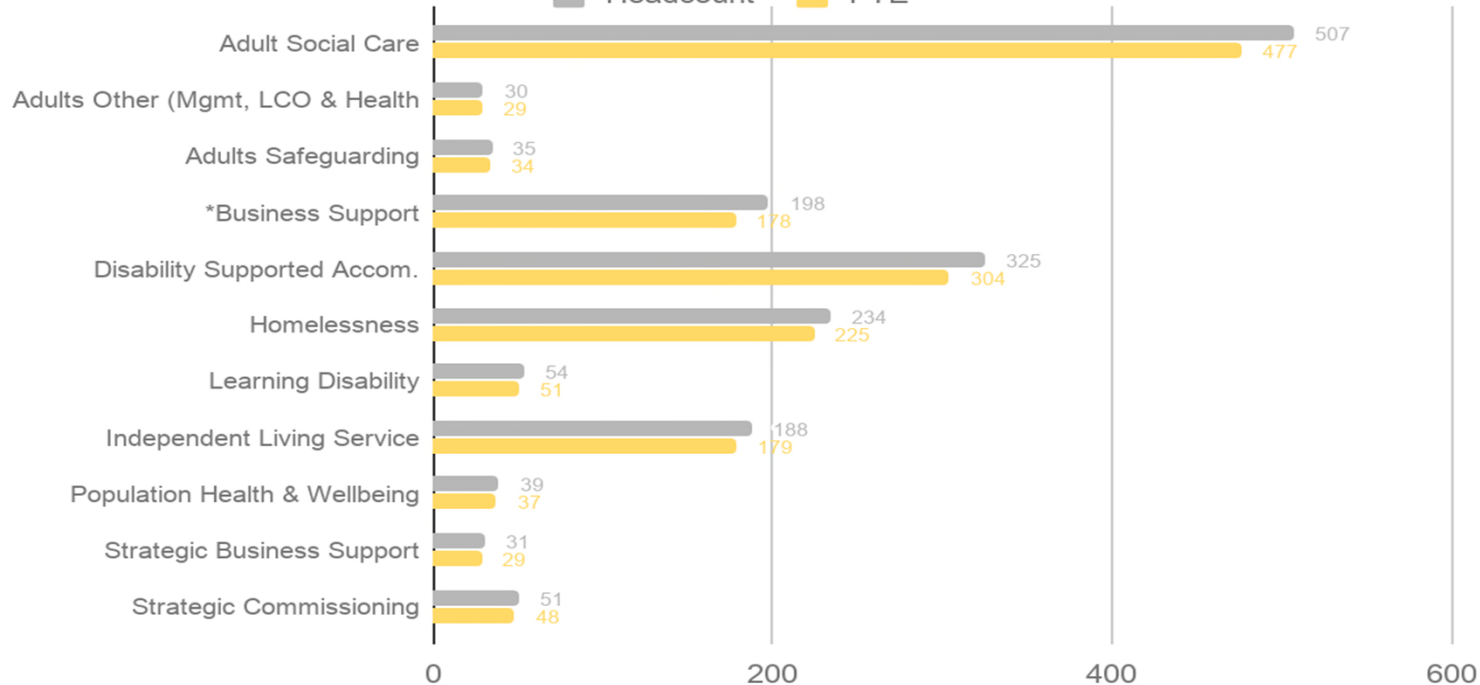
Total Headcount: 1,692

Total FTE: 1,591

Adults' Services - 2018/19 June 2019

■ Headcount ■ FTE

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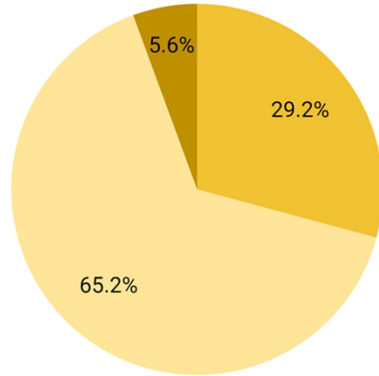
Item 2

*Business Support covers all Children's and Adults Services

Adults - Workforce Profile

Ethnic Origin

- BAME
- White British
- Undisclosed

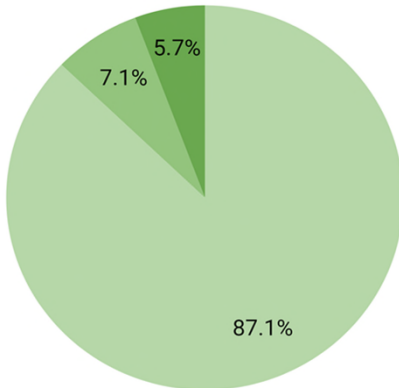


Comparatively 24.2 of the Council's workforce are BAME

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Disability

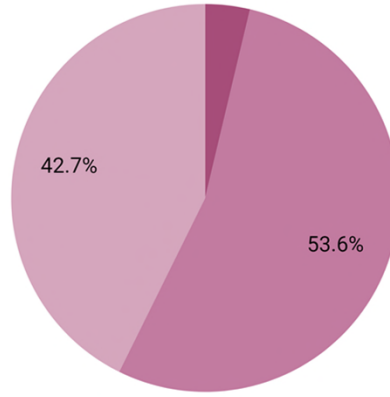
- No
- Undisclosed
- Yes



Comparatively 4.9% of the Council's workforce have declared themselves disabled

Sexuality

- LGB*
- Heterosexual
- Not disclosed

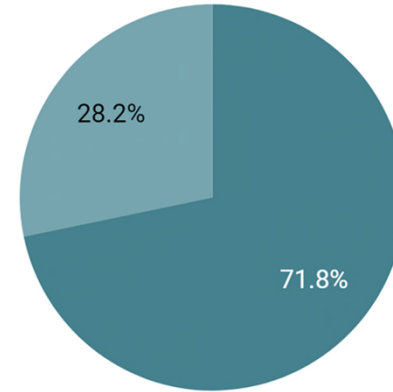


3.7% of staff in Adults identify as LGBT*, compared to 3.2% of the Council's workforce

* Includes employees who have identified as Other

Gender

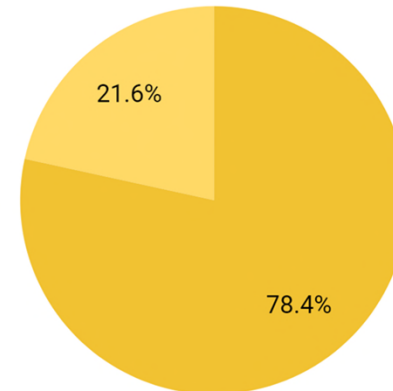
- Female
- Male



Comparatively 66.9% of the Council's workforce are female

Adults Contract Types

- FT
- PT

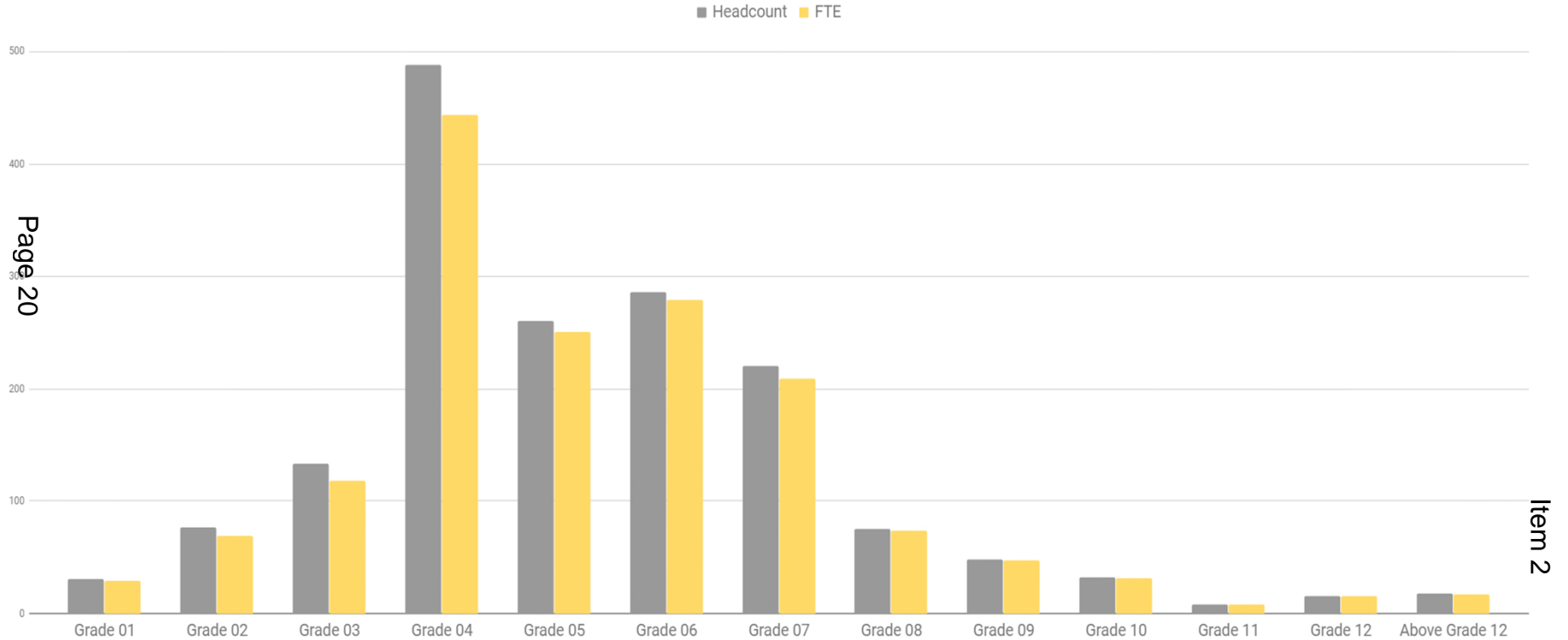


Comparatively 30% of the Council's workforce are part time

Item 2

Adults - Workforce Profile

Grade Split by Headcount and FTE



Adults - Workforce Profile

Service	Headcount	Average Age	Proportion 55+
Adult Social Care	507	48	31%
Adults Other (Mgmt, LCO & Health Integration)	30	47	30%
Adults Safeguarding	35	44	17%
Business Support	198	46	33%
Disability Supported Accommodation	325	47	34%
Homelessness	234	48	29%
Learning Disability	54	46	20%
Independent Living Service	188	50	44%
Population Health & Wellbeing	39	48	23%
Strategic Business Support	31	45	26%
Strategic Commissioning	51	47	22%
Adults Total	1,692	47	32%
MCC Total	7,276	47	30%

23,964 days
lost

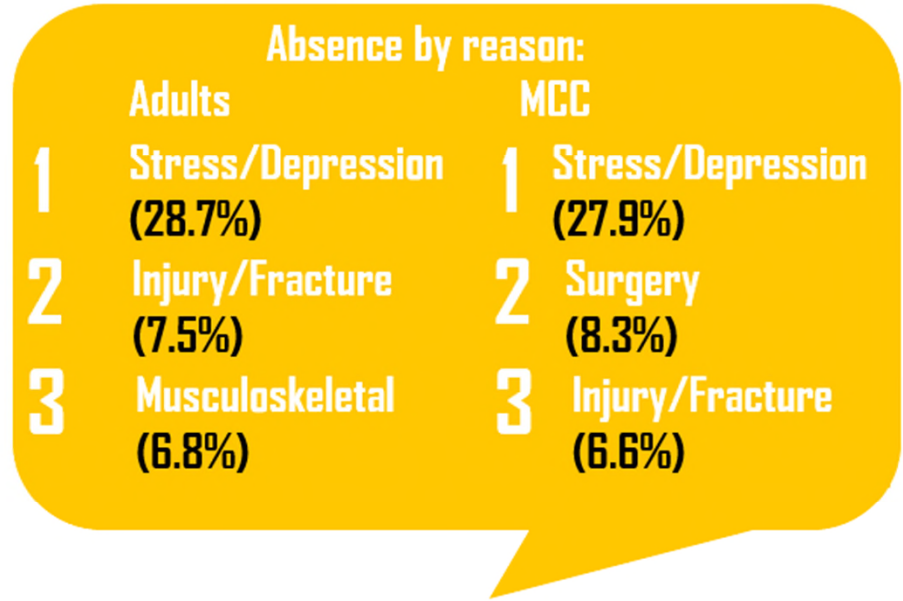
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**due to sickness
absence**

**31% of the total Council
absence**

(1,580 FTE, 15.7 Days lost per FTE)

Data for the period June 18 to May 19



Adults Services

Sickness Absence

Service	Total Days Lost over 12 Months	Avg Days Lost per FTE over 12 Months	No.1 Reason
Adult Social Care	3,086	13.6	Stress/Depression
Adults' Other (Mgmt, LCO & Health Integration)	99	4.3	Bereavement
Adults' Safeguarding	734	20.7	Stress/Depression
Business Support	2,813	15.9	Stress/Depression
Disability Supported Accommodation	5,388	17.9	Stress/Depression
Homelessness	3,487	16.2	Stress/Depression
Learning Disability	415	8.3	Stress/Depression
Independent Living Service	3,102	18.1	Heart/Circulatory
Population Health & Wellbeing	451	12.2	Stress/Depression
Reablement	3,709	17.2	Stress/Depression
Strategic Business Support	240	10.5	Stress/Depression
Strategic Commissioning	442	9.0	Stress/Depression
Adults Services Total	23,964	15.7	Stress/Depression

Data for June 18 to May 19

Adults - work to reduce absence

Absence levels within the Directorate are high with stress and depression showing as the top reason for absence. There are ongoing measures put in place to support the reduction of absence particularly in relation to early intervention of stress in the workplace as follows:-

- Regular absence clinics on a monthly basis with services who suffer from high absence levels, where complex and long term cases are discussed and action plans to support the best outcome for the employees are developed, and monitored.
- Additional focused support to areas where high absence is sustained over a long period of time i.e. Disability Supported Accommodation Service where casework officers have worked alongside managers/supervisors on site to identify blockages to concluding cases and providing support and advice on how best to manage cases, AMR's, MOA hearings etc.. This has proved successful in reducing absence during the period of the focused activity.
- Working in conjunction with Manchester Adult Education Service to develop skills for staff who have been identified as requiring medical redeployment. alongside regular reviews of medical redeployees with a view to providing alternative temp duties to ensure they are able to remain in work.
- A Management development programme put in place for all new Team Managers which covers skills to manage the workforce
- Adopting flexible working arrangements to support staff to remain in work and facilitate staff returning to work
- Promotion of the Employee Assistance Programme
- Access to Cognitive Behaviour Therapy sessions
- Signposting to Department of Work and Pensions access to work scheme
- Referral to Occupational Health services
- Promotion of Resilience Training sessions through the Manchester Local Care Organisation
- Commissioning of Restorative Supervision and Clinical Supervision sessions to support the reduction of stress within the workplace
- Free flu jabs for frontline staff to boost against seasonal illnesses
- Development of a bespoke flexible working policy for the Directorate

Performance Management and Capability Conduct

Numbers of capability and conduct cases which have received HR support over the last 12 months (1st July 2018 - 30 June 2019). Current live cases relating to management of attendance have also been included along with the number taken to a hearing within the last 12 months.

Cases	Capability (Formal)	Misconduct	Gross Misconduct	Management of Attendance
Currently live	0	*Less than 5	11	33
past 12 months	0	9	21	9 cases taken to an attendance management hearing within the last 12 months

Adults - Use of Resources

- 2,155 posts within Adults, 194 of which are vacant with circa 178 currently being recruited to.
- 230 external appointments over the last 12 months
- Turnover reduced over the last 12 months to 6% from 7% in the previous 12 months. The Council average turnover for the last 12 months is 7%
- 112 people left the service in the last 12 months (97 FTE), of which there were 25 retirements and 11 dismissals
- There were 664 agency staff engaged over the period June 18 to May 19
- There been 2 Consultants employed within the last 12 months in MHCC and in Homelessness
- Circa £7.8m spent on agency workers over the last 12 months.



Adults Services Agency spend

Service	Total Agency Spend over 12 months	Proportion of Adults total spend
Adult Social Care	1,363,397	18%
Adults Other (Mgmt, LCO & Health Integration)	39,871	1%
Adults Safeguarding	56,714	1%
Business Support	88,982	1%
Disability Supported Accommodation	5,143,554	66%
Homelessness	531,717	7%
Learning Disability	220,403	3%
Independent Living Service	175,893	2%
Reablement	63,040	1%
Strategic Commissioning	76,763	1%
Adults Total	7,760,334	

Adults - work to reduce agency spend

Agency spend within the Directorate continues to be high and is currently showing at £7.76m The majority of agency workers are recruited to work in the following services:-

- **Adult Social Care - Locality and Citywide Social Workers**
- **Homelessness - Temporary Accommodation Service/Move on Support work/Private Rented Sector**
- **Disability Supported Accommodation Service - Across the Network Houses and Short Breaks Service**

Some of the agency resource has been funded externally as part of seasonal resilience money. This has recently been confirmed as permanent and has allowed us to offer permanent contracts, removing the need to source agency. We have recruited to 64 FTE Social Workers the majority of whom are currently going through the employment check process

In Homelessness there is a high turnover in Women's Direct Access which is a complex 24/7 service. Agency is engaged to cover the current vacancies whilst they are out to external recruitment. Other areas where agency are engaged are funded via the New Burdens grant on a temporary basis whilst we are out to recruitment for temporary contracts.

The majority of agency spend is within the Disability Supported Accommodation Service (DSAS). This relates to the increased demand for the service, the increased need of the citizens within the service, and the increase in short breaks placements. There have been a number of initiatives to support the reduction in agency across this service, including recruitment to a full complement of staff, additional resources through investment monies, and offer of additional hours/overtime to cover sickness/vacancy during recruitment periods.

As part of the investment monies a Learning Disability Review team has been established to undertake reviews of all citizens within the service. This is to provide the evidence to show that increased resources are required to enable the service to run efficiently, without high usage of agency. This will provide the business case to increase the base budget.

Our Apprenticeships/Training and Development

Adults has achieved a significant number of apprenticeships over the last year with a high number of these being Support Workers recruited through the Big Life Project which targets citizens who are long term unemployed and may also lead complex lives.

The current number of projected apprenticeship starts for this year within Adults is 55. The total overall including projected starts is 111. Total levy spend in Adults since the levy was introduced in 2017 is £302k Committed spend (for those already enrolled) is £1,46m. This is 28% of the total levy spent and 34% of all apprenticeships across the Council. Numbers of apprentices and the standards they are working to are listed below.

Page 29 Outside of apprenticeships there are 94 training and development modules that are identified as mandatory and statutory to our services and there has been 11000 place booked for staff throughout 2019/20.

- 15 x Adult Care Worker Level 2
- 58 x Lead Adult Care Worker Level 3
- 8 x Business and administration Levels 2 & 3
- 9 x Social Worker Degree Course Level 5
- 2 x Associate project manager Level 4
- 3 x Team Leaders/Supervisors Level 3
- 2 x Operations/Departmental Managers Level 5
- 1 x Data Analyst Level 4
- 1 x IS Business Systems Analyst Level 4
- 1 x Electrical and Life Technical Level 3
- 11 x Health and Social Care Chartered Manager Degree Level 6

**111 apprenticeship places
for 2019/20**



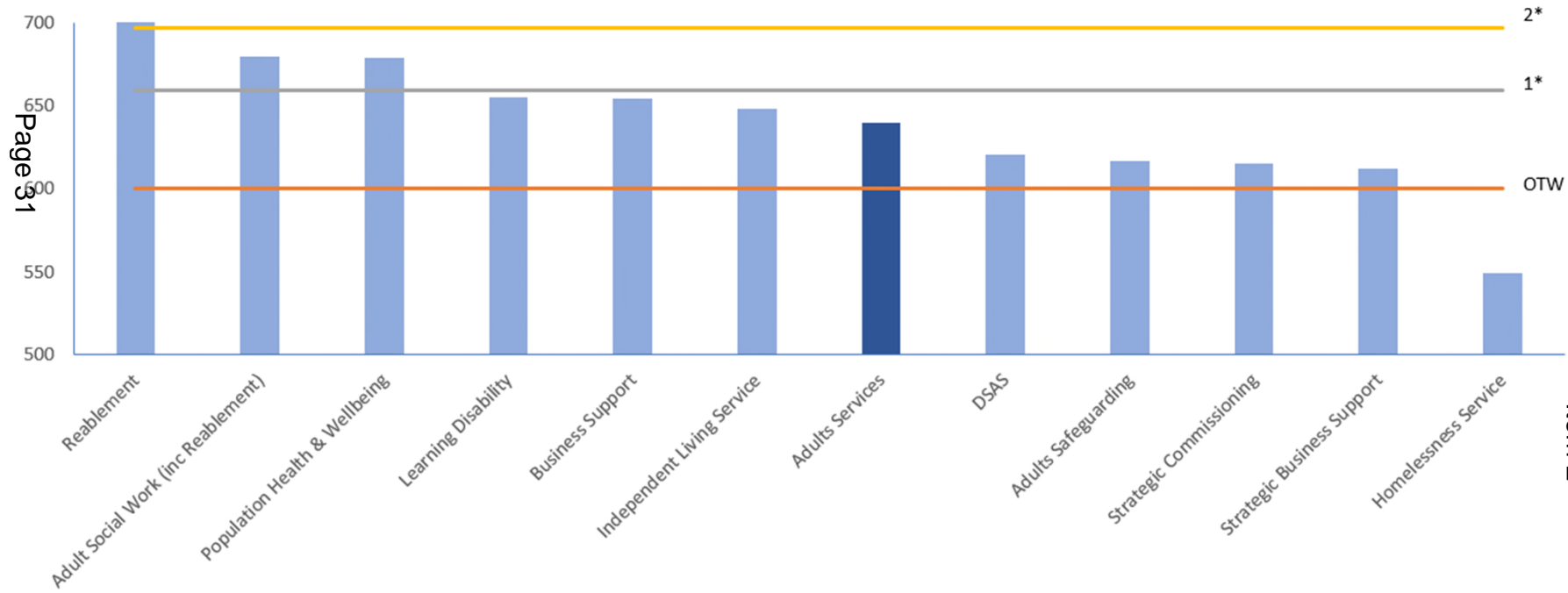
b-Heard



Adults Services

b-Heard 2018 Scores

b-Heard Score	2017	2018
Adults:	606.9	640.0
MCC:	610.6	630.0



Adults Services

b-Heard 2018 Response Rates



38%
Adult Social Work



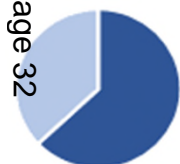
45%
Homelessness



35%
Adults Safeguarding



44%
Independent Living Service



63%
Business Support



46%
Learning Disability



16%
Disability Supported Accommodation



92%
Population Health & Wellbeing

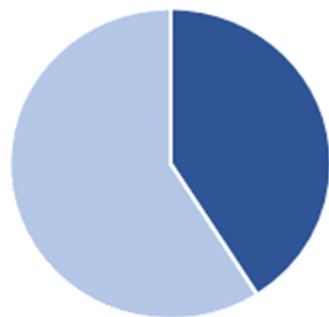


40%
Reablement

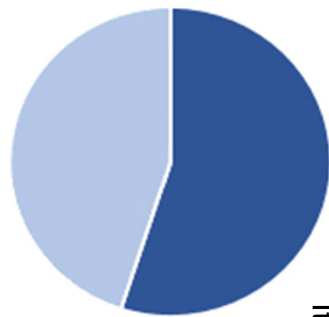


73%
Strategic Commissioning

43%
Adults Services



55%
MCC Total



64%
Strategic Business Support

b-Heard 2017 - How did we Respond

Adult Services - Progress on BHeard

The overall Best Companies Indicator for Adults Services for 2018 saw an improvement of 5%, with a score of 640. This is above the Council average score of 630 and shows a really good level of improvement for the Directorate

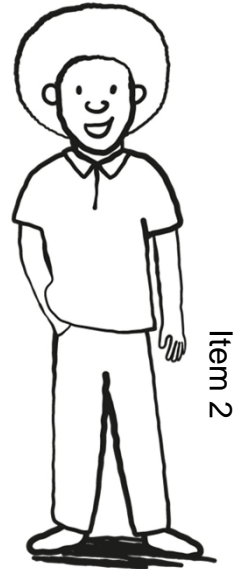
My Manager was the strongest growth factor, although there were improvements across all layers of the structure. Team Members, Managers and Senior Managers scores also showed improved scores with regards to pay.

However, there were areas such as **Fair Deal** and **Wellbeing** that were quite a way off the benchmark particularly with the responses from Team Leaders, Senior Managers and Strategic Managers.

Since the results of the survey were shared there has been a lot of activity to address all of the issues, and actions for improvement have been captured as part of a wider improvement plan across the Directorate which has been endorsed by the Executive Committee. The plan is currently being progressed through a number of workteams with input from Senior Managers and Corporate colleagues. The main focus is on putting the right foundations in place to embed streamlined processes, introduce effective practices, and ensure that through employee engagement and robust workforce planning and development, that we have a workforce who feel supported to carry out their roles effectively, with clear routes to progression.

A snapshot of actions to support the BHeard response are as follows:-

- Review of the Senior structure to strengthen strategic oversight and provide clear management direction.
- Investment to recruit to a significant number of roles across service areas to support safe delivery of priorities
- Development of a new workforce strategy including a review of the Social Work career pathway and provision for employees to become involved in shaping decisions about their futures.
- DMT weekly briefing
- Executive Director Visits undertaken to all Senior Teams



b-Heard 2018 - Our response cont..

- The set up of a workforce development group to ensure that there is a full training and development plan in place covering all roles, plus relevant CPD and other opportunities for employees to progress in their roles and in their chosen careers
- Adult Social Care engagement forum to ensure that employees are connected to the Directorate priorities and have the opportunity to put forward their opinions and ideas on how to deliver them.
- Commissioned programme of support for Restorative Supervision with a particular emphasis on preventing and responding to Vicarious Trauma.
- Around the areas of **wellbeing** and **personal growth** we have had agreement for additional investment into the team which will support team members to manage high workloads. This should also enable development and growth of skills.
- Increased opportunities for training including the health and social care leadership degree and the development of a Social Work apprenticeship degree course
- Ongoing development and evolution of Activators programme to engage staff in improvement and transformation activity

Homelessness - Progress on BHeard

For the Homelessness Service the Be Heard scores in the 2018 survey overall were slightly higher for the service against the previous year. The combined total score was 549 against the Ones to Watch target of 600. We remain concerned that of a staff total of almost 230 FTE only 90 staff completed the survey. Although this percentage is higher than many other service areas we believe this does not provide us with a truly indicative survey results, so we will take steps to increase survey completion rates in 2019.

Many of our staff, although front line focused and directly supporting clients, do have office based time. So for the survey in 2019 we will be time-sheeting dedicated time in which the Be Heard can be completed. Local managers will coordinate this in order to increase survey completion figures.

The areas for improvement and where we are focusing our attention in Homelessness are those around **Wellbeing** where the score has dropped in the last year, and *My Manager* where managers feel they need more support from their managers and more positive recognition and reward.

We are aware that the results for our **Wellbeing scores** are influenced by several factors such as:

- the need for shift work in many of our service areas which can impact on work life balance

b-Heard 2018 - Our response cont..

- concern within our Floating Support Service around individual high caseload numbers due to number of households in Dispersed Temporary Accommodation
- the general challenge to staff of supporting people across all service areas where people can be challenging/chaotic

Shift work is necessary in some areas of our provision and we ensure that staff feel safe and secure and that our services are well resourced and that use of any agency staffing is being reduced to ensure a consistent staff team. Recruitment has and is taking place to fill vacancies to also support this approach.

Since our survey results in December 2018 we have achieved the following:-

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Investment in the Floating Support Service adding an additional Move On Support Team to speed up the move on of households from Temporary Accommodation which is beginning to reduce overall case numbers for all staff.

The Private Rented Sector team has been doubled, to increase the number of Private Rented Sector offers to help move people out of Temporary accommodation, and automated bidding has been put in place to increase move-on - thereby reducing caseloads.

- An additional Section 21 team has been introduced in the Housing Solutions Service which aims to prevent homelessness for households and reduce the need to place households in Dispersed Temporary Accommodation, reducing the flow of cases for the Floating Support Service.
- Implemented a new role of Welfare Contact Officer in the Floating Support Team which will provide additional support to households and support workers chasing up on actions, etc. This role has been developed by taking a co-production approach with our staff bringing a group of Support Workers together to help draft the remit of the role and input to the development of the Role Profile.
- Managers actively encouraging staff to attend Mindfulness sessions to help provide tools to address individual concerns about regaining a better work life balance
- Clinical based supervision sessions to support our staff who work in difficult and challenging situations

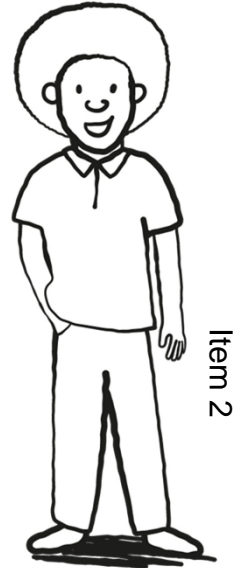
b-Heard 2018 - Our response cont..

To address the lower scores in Homelessness within the **My Manager** area specifically we have introduced the following:- f

- Increased middle manager meetings with Senior Managers.
- Monthly service area performance clinics so that Senior Managers and middle managers meet to discuss in detail both positive and challenging issues and concerns, as well as performance for each Team Manager. This increased direct dialogue is being well received.
- Quarterly programme of Wider Leadership Team events where managers meet to discuss current issues and input to the agenda. We hold three wider staff engagement events a year for the service; reward and recognition has become a regular feature of this event.
- All managers are on or completed either Raising the Bar or the Our Manchester Leadership Programme and have attended the Our Manchester experience.
- Service Improvement action plans are in place with all teams across the service so that all managers are clear about where the focus to improve practice is, and are clear of the direction of travel.

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We are aware that The Longford Centre scored highly across all categories in the Be Heard survey 2018. This reflects a relatively new staff team who embrace an Our Manchester approach in their working practices following the positive leadership of a strong management team for the service. This approach is something we are working with our other service area Service Managers to emulate within their teams. Our Manchester behaviours is a regular feature on all team meetings and use of the Our Manchester tool kit is promoted with all managers for use with their teams.



Item 2

Adults - Our Improvement Plan

A summary of the key areas of our Improvement Plan Activity is as follows:-

- Assessment function including social work and primary assessment teams. This work is focused on putting the right processes in place to ensure efficient and effective delivery of Care Act assessments and reviews, alongside improvements to practice.
- Safeguarding and Quality Assurance functions. This work is focused on areas where specific pressure is felt (e.g. Deprivation of Liberty Safeguards) as well as reviewing our approach to quality assurance
- Provider services including our supported accommodation, reablement and supporting independence services. This work is focused on maximising our resources and strengthening the service, including the use of technology
- Workforce skill and capacity. This work is focused on strengthening our workforce across adult social care including improving the social work career pathway and supporting staff to develop behaviours and skills required for the future and to reflect a professional, confident and accountable workforce
- Adult social care commissioning. This work is in development and will focus on improving our approach to commissioning and contracting in adult social care as it pertains to our statutory duties
- Front door. This work is in development and includes focusing on the front door offer and Command Centre, improving the use of information to support prevention and maximising independence of citizens

Adults - Improvement Plan

Additional permanent resources secured to support the Improvement Plan

The additional staffing capacity funded via investment money is circa 125 FTE, spread across the following areas:

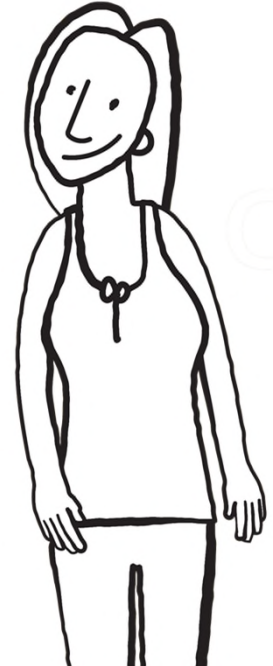
- Social Work Localities (including Homecare Mobilisation, Review Team, Citywide Care Homes Team, Neighbourhood Teams)
- Learning Disability service (including a new time limited review team)
- Best Interest Assessors supporting Deprivation of Liberty Safeguards (DOLS) both within the DOLS team and within the Integrated Neighbourhood Teams
- Additional team manager capacity for the in-house Disability Supported Accommodation Service (DSAS)
- Homelessness in Housing Solutions (at the front door)
- Funding to make permanent 18 fte social workers posts historically funded by the CCG and recruited to temporarily specifically for social work capacity in hospitals
- Funding for social worker managers for the Integrated Neighbourhood Teams.
- Mental Health posts within Greater Manchester Mental Health



Adults - Improvement Plan

Recruitment update on roles established with investment monies to support the Improvement Plan.

Roles/Service	Number of Roles	Number recruited to date	Number started in post
Social Workers	59.50 FTE	40.50 FTE	8.00 FTE
Social Work - other inc Social Work Consultants, Team Managers and Primary Assessors	27.00 FTE	26.00 FTE	19.00 FTE
Homelessness - various roles	8.00 FTE	8.00 FTE	7.00 FTE
Manchester Service Independent Living - Assessment function	10.50 FTE	10.00 FTE	10.00 FTE
Reablement - Complex Care	17.00 FTE	15.00 FTE	15.00 FTE
Disability Supported Accommodation Service - Support Co-ordinators	4.00 FTE	4.00 FTE	4.00 FTE



Adults - Improvement Plan

Adults Improvement Programme - Our Progress to Date

- A Large scale recruitment campaign underway to secure permanent staff to deliver a stabilised professional service
- New approaches to filling roles including targeting MMU students to develop succession plans for the future
- New approach to induction, which will provide a comprehensive overview of the wider Health and Social Care Partnerships
- Work to review the social work career pathway to incentivise staff and attract and retain skilled employees
- Development of a learning and development plan which will future proof our approach as a continuously developing workforce
- Intensive work which has focused on creating a strengths based approach to assessment and support planning which is the core process delivered by the assessment function within the service.
- Targeted roll-out of a strengths based development programme, aligned to the new LiquidLogic system which will go-live in the summer.
- An Activator programme made up of staff who volunteer to work across a range of projects to ensure that the voice and ideas of staff are integral to how we develop, manage and deliver our services.

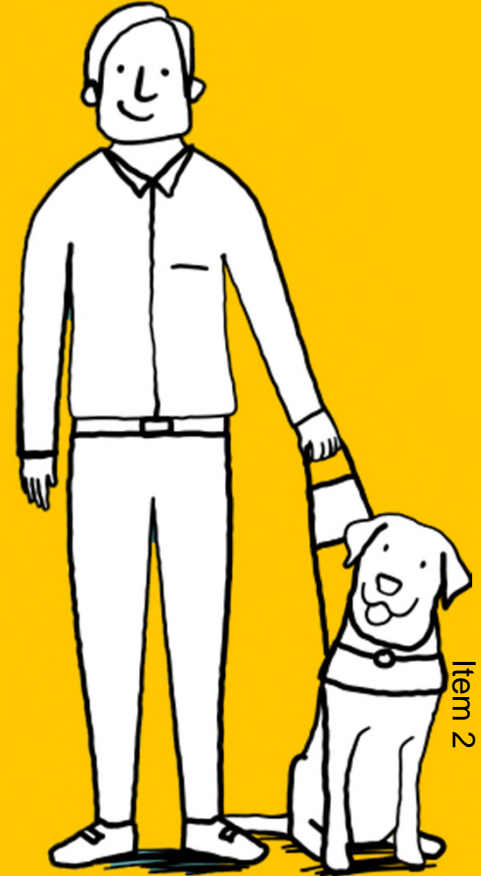
Adults - Improvement Plan

Adults Improvement Programme - Future Priorities

The improvement programme continues to develop as activities are delivered. The focus for workforce for the next quarter is on:

- Bringing new recruits into post, ensuring a clear induction into MLCO and MCC and appropriate team manager support.
- Roll-out of the new strengths based approach to assessment and support planning
- Training to support technology enabled care
- Further work to align resources to the Integrated Neighbourhood Teams and maximising integration opportunities.
- Further strengthening of our approach to managing performance with a focus on monitoring of key indicators linked to the improvement programme.
- Increased workforce engagement and ownership across the service of the improvement programme through fora, supervision, and the activator programme.
- Developing a workforce strategy for Adult Social Care and design and implementing a development programme for middle managers which will be an essential element of moving to a culture of accountable and confident social care
- Further development of the front door offer and Command Centre
- Development of more effective integrated hospital discharge services
- All of the above priorities will be delivered alongside ongoing work to further integrate adult social care into the MLCO both corporately and at neighbourhood level, strengthening clarity on the location and discharge of duties through the partnership arrangements in place.
- Streamlining decision making processes, reducing dependence on panels etc, in order to enable accountability to be devolved to appropriate levels to enable a skilled and confident workforce.

Challenges, Opportunities & Good News



Adults- Our Challenges

- Developing Integrated Management across partnerships
- Integrated systems to reduce duplication i.e. Google
- Data sharing
- Managing Absence
 - Reducing use of agency staff
 - Developing a new culture
- Deployment of capacity around the system
- The implementation of liquid logic
- Retendering of the homecare contracts
- Reduction of Waiting lists
- Preparation for new Deprivation of Liberty legislation
- Capacity to deliver around the Disabled Facilities Grant (DFG) in a timely and responsive manner

Adults - Our Opportunities

- Development of staff through a robust workforce strategy
- Developing ways of working to support managers to work across integrated settings via a newly developed management development programme
- Developing system solutions that will support cross locality working
- Making links with the Voluntary Community Sector to enhance our Strengths based model of delivery and maximise the opportunity to recruit into social care roles.
- Sharing best practice with our Health Colleagues to improve ways of working for the future that foster a truly integrated culture

Adults - Our good News

- Successful implementation of Phase 2 Manchester Health and Care Commissioning (w.e.f. 1 August 2019) which means that the operational elements of commissioning will now be delivered through Manchester Local Care Organisation
- Establishment and appointment of 12 Integrated Neighbourhood Leads to embed the Neighbourhood delivery model of Health and Social Care across Manchester
- Successful appointment to the new Director of Homelessness role
- Recruitment to circa 125 roles through investment monies to support the efficient and safe delivery of our Statutory duties
- Refreshed approach to workforce development that will be supported via a robust workforce strategy
- A minimum of 2 people per assessment team will have accessed the Strengths Based Development programme prior to Liquid Logic go live. All other staff will access the programme on a phased basis after go live. Feedback from staff who have attended the programme (after a 2 month follow up) is that 96% of people are reporting that they are now doing something different as a result of participating in the programme
- New Supervision policy developed
- Quality Assurance Framework put in place

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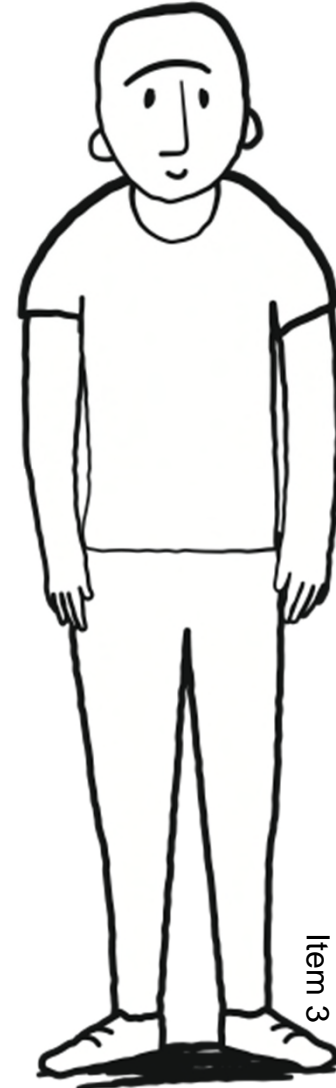
MANCHESTER
CITY COUNCIL

Apprenticeships

**2018/19 Achievements
and
2019/20 Strategy**



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Item 3

Apprenticeship System: A Reminder

- From 2017/18 all employers with a pay bill of more than £3M required to pay 0.5% of pay bill into a central 'levy' account. (MCC = circa. £1.5M per annum)
- Funds drawn down to cover the costs of apprenticeship training (not salary or other costs) - from May 2019 funds not used in 24 months to be clawed back by government
- Public Sector employers set a target for apprenticeship starts of 2.3% of headcount each year (MCC = 314 in 2019/20)
- MCC levy and target includes maintained schools
- Range and level of apprenticeship 'Standards' continues to increase gradually at all levels, from entry level programmes at level 2 up to level 7 (post graduate) for new and existing staff



Apprentice sign ups by Directorate 2018/19

Sign ups against targets	
Public Sector Target for* apprenticeships starts 2018/19 (2.3% of headcount)	318 (159 schools / 165 non schools**)
Internal target set	152
Total number of sign up:	188
Total existing employees signed up	154
Total externally recruited employees signed up	34

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Achievements by Directorate									
	Final Numbers 2017/18			Original Commitment 2018/19			Final Numbers 2018/19		
	External	Internal	Total	External	Internal	Total	External	Internal	Total
Neighbourhoods	17	63	80	5	13	16	4	12	16
Strategic Development	1	10	11	0	2	4	2	6	8
Corporate Core	19	21	40	12	38	48	12	54	66
Children's & Education	0	9	9	3	12	15	0	12	12
Adults	11	32	43	29	28	72	14	59	73
Schools	0	17	17	0	10	10	2	11	13
TOTALS	48	152	200	49	103	152*	34	154	188

* Public Sector target set nationally. We are required to explain any shortfall each September and have a clear rationale for this in 18/19

**Non schools target exceeded

External : new recruits to MCC

Internal: existing employees

* Does not take account of direct requests received via About You process. Target adjusted in-year up to 169 to reflect this and move nearer to 2.3% target

Item 3

Feedback from National Apprenticeship Week case studies

“There have been lots of times where I haven’t known how to do something and I have sat down with the head of service or the leader of the service and they have really supported and helped me. If you just grab the opportunity and run with it people are really happy to give you their time. I would advise anyone to do an apprenticeship. Get all the experience you can and take on any challenges. Just do it”

Associate Project Manager Apprentice, Work and Skills

“There is a lot of room for progression... There is always room to go somewhere else and try something new”

Paralegal Apprenticeship, Legal Services

“I am enjoying the difficulty of the course, other courses that are part of your everyday work can be prescriptive from a book and you don’t learn anything. This is a real challenge”

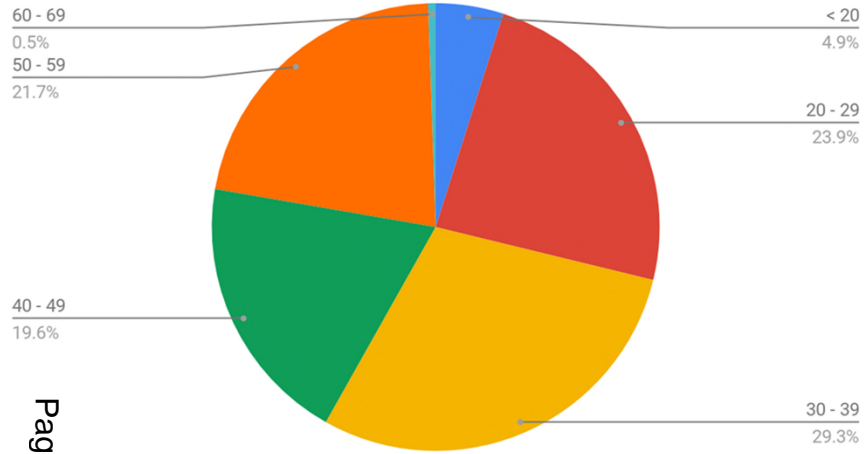
MBA Senior Leadership Apprenticeship, I.C.T.

“I feel as though this is a great opportunity for Manchester City Council and a great opportunity for myself”

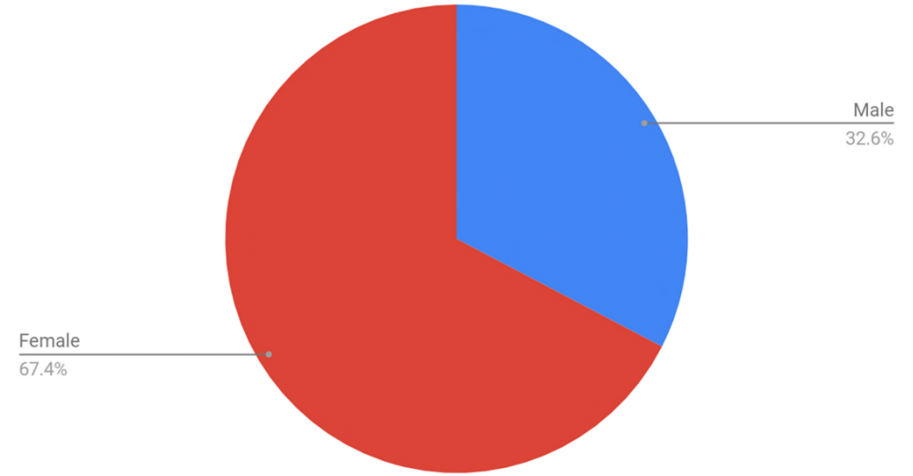
Social Work Apprentice, Children’s Services

Breakdown of 2018/19 sign ups (internal and external)

Age Ranges

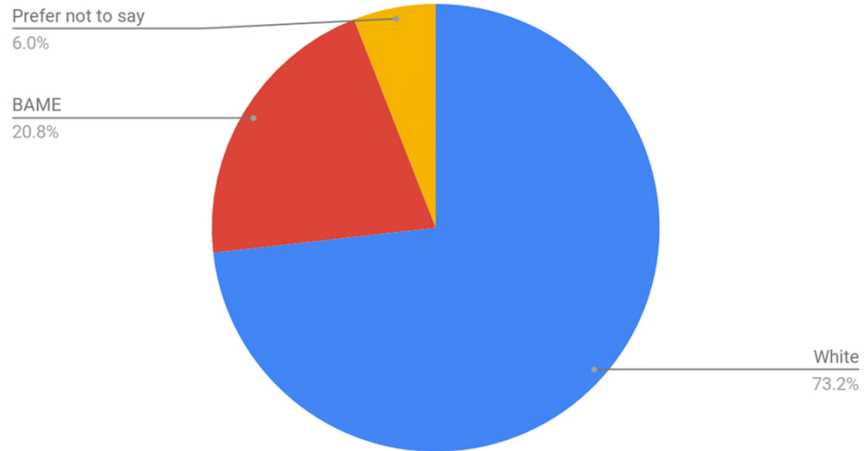


Gender

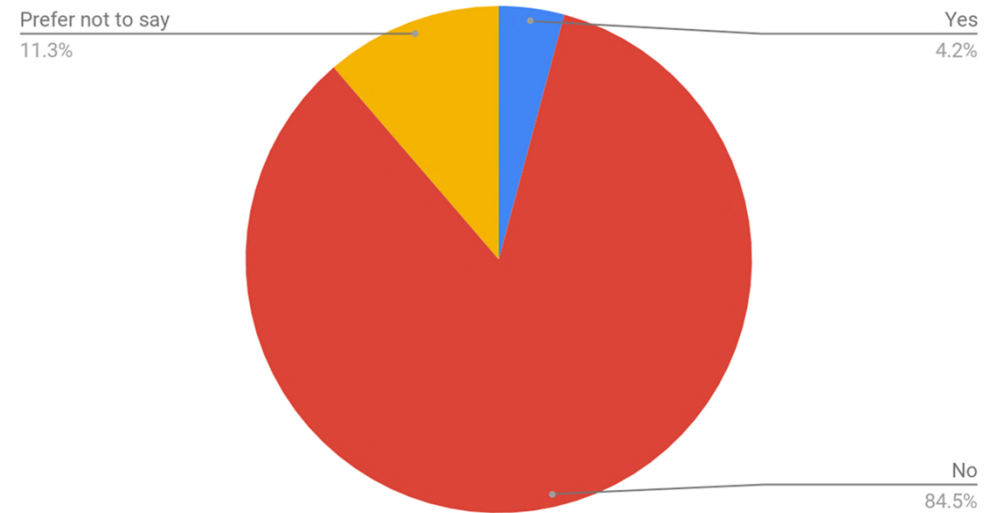


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Ethnic Origin



Disability



Item 3

Levy expenditure to date

- Amount of levy paid in financial year 18/19: £1,585,370
- Total Paid since April 2017: £3,305,693
- Actual and committed expenditure as of end of June, 2019: £2,511,707*

* Actual expenditure to end of June 2019: £1,066,089, payments are made monthly at a % of the full cost. This equates to 32% of total levy funds. - A recent survey by the LGA reports that most authorities have spent between 12% and 15% of their total levy funds to date

Unspent levy funds over two years old will be retained by the government from May 2019 - Our current estimates are that we will not have funds retained until August 2020 at earliest, with this date pushed back further by additional apprentice starts.



Year Two of the Levy - continuous improvement

- General improvement in understanding about apprenticeships
- Apprenticeships as a development tool becoming more embedded in the organisation
- Improved provider relations resulting in speedier sign up processes and retention levels remaining high
- Procurement of providers collaboratively using the GM DPS
- Monitoring when new standards become available and acting quickly to identify a provider (i.e. Social Worker)



Highlights from Year Two

- One of the first cohorts of Social Worker apprentices in the country commence on programme only 3 months after approval of the standard
- Early adoption of the Senior Leader Apprenticeship facilitates 8 managers to enrol on a programme to complete an internationally recognised MBA qualification
- First time sign ups to 8 newly approved apprenticeship standards
- Recognition of the Council's positive contribution in the first year of the levy by the ESFA and the Minister for Skills



There has been a general improvement in understanding about apprenticeships and what they can and can't offer. A great deal of work has been put into improving the information available to managers and employees.

- A new simplified and easy to read document '[Apprenticeships explained](#)' has been made available via the Intranet which explains in straightforward terms both the opportunities apprenticeships present and the process to be undertaken to take advantage of them
- Further explanation of the 20% off-the-job training requirements have been sourced and are available to employees and managers.
- Case studies featuring both newly recruited apprentices and existing employees at all levels and all ages undertaking apprenticeships for development have appeared on the intranet and via other communication channels such as The Buzz.
- Promotion of apprenticeships as part of HR Drop ins and Roadshows organised across a variety of venues to try and reach areas of the Council outside of the corporate centre and help change perceptions of apprenticeships. ie Hooper St Depot, Alex House, Universal Square.
- A Google+ group to encourage networking between apprentices and allow direct communication route through which to share information about apprenticeship offers and opportunities
- Training providers support this process by being given access to directly discuss the suitability of a programme with employees and managers before proceeding with the sign up.

Embedding Apprenticeships as a development tool

The number of direct approaches from managers and employees has increased, we believe because of factors such as:

- Improvements in communication and information about apprenticeships being available to managers and employees
- Inclusion of a question on the About You form about considering apprenticeships as a development opportunity
- Peer influence from employees already undertaking an apprenticeship and encouraging others to view apprenticeships as a legitimate choice for development and qualification,
- Greater challenge by HR of managers requesting external recruitment for their vacancies, particularly entry level posts such as Business Support Level 1 vacancies
- The introduction of a 'talent pool' process for entry level apprentice posts which managers can access to fill their posts quickly
- Success of work placement schemes in some services which feed directly into apprenticeship opportunities i.e. DWP scheme in Networks

Improved Training Provider Relationships

We currently have over 300 employees signed up with 18 different apprenticeship training providers and managing these relationships is key to streamlining sign up processes, ensuring quality delivery, maximising retention and achieving high success levels. Increases in contract size and number of Training Providers used can create quality assurance monitoring issues unless action is taken.

In the last year we have addressed this by:

Continuing to build effective relationships with providers and alongside our already established requirements for quarterly progress reports and formal annual review meetings have introduced a number of KPI's in each contract to be agreed from April 2019 including:

- Enrolment to take place within a pre agreed set number of days (reducing sign up times)
- Clear where prior learning has been assessed and account taken in determining length and cost of apprenticeships
- Detailed breakdown of the 20% off the Job (OTJ) element for each learner
- Results of providers self-assessment reviews to be shared

We will continue to proactively monitor the performance of all suppliers and address any issues swiftly on a case-by-case basis and if necessary pause payment until issues are rectified.

Introduction of the GM Dynamic Purchasing System (DPS)

The GM DPS is now fully operational and has been used to procure training providers in a number of cases this year. Two procurement exercises have been carried out using this mechanism - both collaboration exercises with other GM authorities. Most recently in collaboration with Wigan to procure a provider for the Regulatory Compliance Officer standard. However we have continued to use our own Preferred Supplier Framework to procure services solely for Manchester. In the coming year we will:

- Continue to seek opportunities to collaborate with other GM authorities to procure services and potentially create shared cohorts ie for the Revenue and Benefits Practitioner, Learning and Development Practitioner and Payroll Administrator
- Where we currently have no existing contract in place use the GM DPS to procure a supplier of apprenticeship training services even for Manchester only cohorts
- Cease to use our Preferred Supplier list after it expires in June 2019 and move to using the GM DPS
- Maintain our use of the waiver facility under our procurement rules when circumstances meet the criteria (i.e. where there is only one provider) while working with GM partners to stimulate the market and encourage local providers to offer those programmes not available locally.
- Work with GMCA to improve and enhance the GM DPS to make it a less time consuming process and support further opening up of the DPS to improve coverage across all occupational areas

Standards availability

- **There has been an improvement this year in the speed at which apprenticeship standards are being approved which we have taken advantage of in the last 12 months eg:**
 - Social Worker
 - Regulatory Compliance Officer
 - Senior Leader (MBA) apprenticeships
 - MSc Digital and Technology Solutions
 - Regulatory Compliance Officer
- **There are a number of standards very recently approved that we have plans in progress to explore in the coming year eg:**
 - Occupational Therapist,
 - Chartered Town Planner
 - Childrens, Young People and Families Practitioner
 - Learning and Development Consultant/Business partner
- **In addition we are aware of standards in development which once approved will be of potential benefit so we continue to monitor their progress eg**
 - HR Professional Level 7
 - Building Control Surveyor
 - Environmental Health Practitioner

However there are still several standards outstanding which we have been awaiting for over 12 months and have employees ready to enrol, most noticeably the Level 4 and Level 5 in Adult Social Care. We continue to lobby locally and nationally to expedite the move to final approval. In addition a lack of local providers for some newly approved standards has impacted on our ability to sign people up - for example Pest Control. We continue to work with our partners in GM to stimulate the local provider market

Headlines for 2019/20

- 314 apprentice starts required (public sector target): schools 148, non-schools 166 (total down from 318 last year)
- Further levy contribution of circa £1.5million
- Potential claw-back of unspent levy commences
- Amount of levy that can be transferred to supply chain from May 2018 is increased to 25% (£380,000)
- Second report on progress towards Public Sector target due in Sept 2019
- Schools remain a challenge (budget pressures and lack of relevant standards)
- Support to first time apprentice managers and new entry apprentices to be improved
- Many learners reach the End Point Assessment (EPA) stage of their apprenticeship
- Programme of review of apprenticeship standards resulting in re-banding downwards may mean providers need to adjust their delivery model or leave the market (Associate Project Management this year being re-banded from £9K to £6K)
- Rumoured restrictions on levy payers using their levy to fund apprenticeships at Level 6 and Level 7
- All existing Frameworks 'switched off' finally in 2020 so only standards will be available. No new standard available for some key occupations ie Business Admin



Principles agreed in 2017/18 and Proposed for continued endorsement

- **Every new post and arising vacancy will be considered as an opportunity for an apprenticeship, either as a direct fill or backfill.**
The electronic form that is completed by managers and submitted to the Resourcing Team to request a vacancy to be filled now includes a question about whether the post presents an opportunity for an apprenticeship. Entry level posts (Grades 1 to 3) are now automatically deemed suitable for apprenticeships but members of the Resourcing Team and Workforce Change Team proactively challenge managers on whether other higher level posts are also suitable. Direct marketing of higher level posts to those in entry level roles not only establish development routes for employees but free up vacancies at a lower level that can be recruited to as an apprenticeship. All new entry level posts created as part of a service re-design should be apprenticeships.
- **Apprenticeships are the preferred vehicle for all accredited learning.**
£145,000 has been saved from workforce development budgets in 2018/19 by utilising apprenticeship standards to deliver professional accreditation, for example CIPFA in Financial Services. CILEX in Legal and MBA's across services.
- **Any delivery costs (i.e. backfill or management support) will be met from within existing funds.**
This is being considered in a number of services where release of frontline staff for off the job training is proving a potential barrier to apprenticeship sign up. We will continue to promote this option in 2019/20
- **Every opportunity will be taken to provide opportunities for those further from the employment market**
We continue to work with colleagues from Work and Skills, the Virtual School and organisations such as The Big Life, Breakthrough UK and Barnardos to reach out to target groups of residents to fill our apprenticeship vacancies. This has resulted in 33 Manchester residents being offered apprenticeship roles within the organisation. We have been working with the GMCA on a project to increase BAME take up of apprenticeships across GM.(currently standing at 20% in Manchester) Of our externally recruited 2018/19 apprentices 14 joined the organisation through one of our supported pre-apprenticeship programmes and we will continue to utilise such programmes this year.
- **Plans will, on the whole, continue to be delivered within existing available apprentice standards. - We will, however continue and strengthen our influence on a range of priority developing new standards and consider taking a lead role in Standard Development if and where this is necessary.**
We have already been proactive in this area having worked in collaboration with MMU to launch the Social Worker apprenticeship (the first in the country) and continue to co-chair the Environmental Practitioner standard Trailblazer group and are considering involvement in the newly formed Highways Engineer Trailblazer. Also work is continuing with colleagues from the NHS,LCO,MHCC and GMCA to develop an integrated career pathway for health and social care using apprenticeships. We continue to horizon scan for other opportunities to influence standard development.

Transfer of 25% of levy

How it works

- Our transfer allowance has increased from April 2019 from £152,000 to £380,000 as the percentage that can be transferred increases from 10% to 25%
- Transfers can be made to any number of organisations, either levy payers or non levy payers.
- If a levy paying employer receives transferred funds it can not itself transfer funds to another organisation
- Receiving employer can only receive funding for a named individual undertaking an apprenticeship standard to pay for their apprenticeship training and assessment (transferred on an individual not bulk basis)
- Any employer can receive and use transferred funds, but they have to be registered on the apprenticeship service.

Progress on our Our Transfer plans

- More detailed conversations are planned with our Homecare providers about the potential transfer of funds to try and identify a way around their concerns about the cost implication of the 20% off the job training which is currently seen as a barrier to engaging.
- We will seek guidance from senior colleagues to help us identify other employment hotspots in the city where we could focus our transfer offer
- Working with one of our training providers we have been able to engage positively with a provider of day care services to Manchester residents and discussions are underway on how we can potentially transfer funds to them to cover the cost of apprenticeship training and assessment for those employees who themselves are Manchester residents.
- Our GM partners are in a similar position with only one so far authorising a transfer. In response a project has been launched, led by the GMCA, to establish a levy transfer 'matchmaking' service. (Due to launch on 2nd August 2019) This will link GM employers who are levy payers wanting to transfer funds with small and medium non-levy paying GM employers in need of funds. Each employer will be able to set it's own criteria in terms of preferred occupational area, pay rates and social value and drive the GM priority to support the aim to provide high quality apprentice opportunities.
- Work and Skills have recently launched a grant scheme for SME's which offers a one-off payment of £3,000 to eligible employers to put towards an apprentice salary. We are looking into linking potential levy funds transfer to those Manchester based SME's in receipt of a grant.

Proposed strategy for achieving the target in 2018/19

1. Target those employees on apprenticeships which end during 2019 to encourage a move on to next level and also those who committed in 2018 but haven't been able to take up an apprenticeship for some reason
2. Top down identification via workforce development plans to support directorate objectives (both through recruitment and the development of existing staff)
3. Support from HR during service re-designs to explore and develop opportunities to create new apprenticeship posts*
4. Increase the number of vacant posts offered as apprenticeship opportunities at all levels by supportive challenge by HR of manager's decisions on recruitment. To be monitored and reported on a quarterly basis*
5. Encouraging self identification via the 'About you' process

*HR colleagues in Workforce Change and Resourcing to receive additional support and training to assist them in this objective

Actions proposed to ensure we continue to improve this year

- Identify those services where uptake has been limited or non-existent and carry out 'Hot spot' analysis in those areas (ie retention rates and age profiles) to help persuade management teams of the way apprenticeship can be used to tackle these issues and utilise the LGA role-mapping tool to help identify which roles match to current apprenticeship standards.
- Generally strengthen our approach to the identification of roles suitable for apprenticeships and continue to challenge managers who have not identified their vacancy as suitable for an apprentice. In particular take positive steps to encourage via the **m people** process more employees in entry level posts to apply for higher graded roles so the resulting vacancies can be used for recruiting of apprentices
- Identify Champion managers - to provide 'peer to peer' support to other managers considering apprenticeships for themselves or their employees
- Be more proactive with schools to encourage greater take up
- Include apprenticeship standards in Required Training matrix for Directorates
- Create an expression of interest Google form available on the intranet for employees to complete
- Work with internal comms to identify how to further promote apprenticeships to employees. Already launched an apprenticeship myth busting exercise on the HR intranet site (similar to 12 Golden rules on data protection) which will be developed and expanded. Also add to our store of case studies and utilise the blog facility on the greater.jobs website to promote and inform about apprenticeships
- Provide additional support to apprentice managers via an intranet based learning package similar to that developed for the induction process that will sit along existing guidance (available from June 2019)
- Explore possible funding for the creation of a pre-apprenticeship/traineeship aimed at Our Children with a link into apprenticeship roles (discussions currently underway with Independent Living Service)
- Proactively engage in GM work around promoting part-time and flexible apprenticeships with a particular focus on single parent families affected by the introduction of Universal Credit as well as others with caring responsibilities or disabilities that make full time employment problematic.

Strengthening our approach in schools

- Production of an updated guide for school Heads and Business Managers that will for the first time also contain information for staff
- Commission our Internal Communications Team to develop a positive message about apprenticeships in schools to include posters, leaflets and Social Media messaging
- Encouraging providers who already deliver in schools to undertake mapping exercises, on a no obligation basis, with individual schools to highlight apprentice opportunities
- Working with a local GM provider to map the modules of the NPQH (National Professional Qualification in Headship) DfE course for aspiring school leaders across to an existing leadership standard
- Promoting proactively targeted cohorts for Manchester schools only tailored to local needs - for example Teaching Assistant with specific SEND input.
- Initiate discussions with One Education to promote apprenticeships to schools to whom they offer support

Keeping our apprentices on programme

- Intelligence from meetings with our apprenticeship providers and feedback from managers indicates that only a small number of staff have requested to pause or withdraw from their apprenticeship. Since April 2017 we have had requests for 12 people to withdraw which equates to 3.2%* of apprentice starts.
- An additional 12 people have left the Council since starting their apprenticeship which when added to the withdrawal numbers equates to 6.4%* of all apprentice starts since April 2017 who will not complete.
- Again this year we need not only to focus on future sign ups but to ensure the retention of apprentices already on programme. Currently we have 374 'live' apprentices who will complete on a sliding scale between April 2019 and December 2021.
- While some withdrawals can not be avoided, often because of changes in personal circumstances or moving roles/employers, we have devised a strategy and a protocol to hopefully reduce the number of staff who make this request. This requires apprentice managers to ensure that there is nothing lacking in terms of support for the apprentice, especially in terms of ensuring sufficient protected learning time, and to give that assurance to HR. Apprentices are encouraged to consider a 'pause' in learning to try to resolve any issues before requesting to withdraw. We currently have 3 employees who have 'paused' their learning
- The collapse of the Training Provider 3aaa did result in a small number of apprentices (10) having to move provider in order to complete their apprenticeship leading to a slight delay in completion rates and some withdrawal requests.

*The Learners and Apprentices Survey 2018 commissioned by the Department of Education show an withdrawal rate among apprentices of 10% and a non-completion rate of 28%

Targets for 2019/20 by Directorate

Directorate	Movement to next level	Agreed in 2018/19 but not yet commenced	Workforce planning - external starts	Workforce planning - existing staff*	Total Projected new apprentices for 19/20	18/19 sign ups achieved	2019/20 Public Sector target by Directorate
Corporate Core	11	10	7	16	44	65	41
Neighbourhoods	7	1	1	45	54	18	37
Strategic Development	1	0	1	0	1	7	17
Adults	7	32	2	10	51	71	38
Children's	0	1	4	26	30	13	33
Schools	0	6	2	23	31	13	148
Totals	26	44	17	120	211	187	314

- The above does not include interest generated through 'bottom up' communications
- The above projection is being profiled by month and will be tracked monthly within the SMT Integrated Assurance Report and within the Quarterly HR Dashboard against both the overall commitment and expected progress. The first report will be based on the position at the end of June . **The number of signs ups at this point stands at 44.**

Opportunities across Health and Social Care

Combined Levy of circa. £4.76M and public sector target of circa. 750 apprentices across the System (MFT, MCC & MHCC)

Opportunities explored and progressed in 18/19

- Second joint cohort of MMU Health & Social Care degree apprentices in-place
- Generation programme: Intensive pre-apprenticeship support into health & social care roles piloted with MFT
- Provider Engagement: Provider event held to ensure understanding of H&SC context and explore opportunities to co-design how apprenticeship standards support new integrated roles
- Mapping L2 & 3 Health and Social Care Standards to enable option of joint cohorts and / work swaps

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Emerging Actions for 19/20

- Explore opportunities to roll-out Generation across the system
- Develop opportunity for joint cohorts / work swaps in L2 & 3 roles
- Launch Social Worker Apprenticeship in Adults (9 starts confirmed for September 19)
- Develop approach to utilising levy transfer to grow entry level skills in the commissioned sector to stimulate career pathways

Item 3

Using apprenticeships to create opportunities for Our Children

Existing Strategy

- Any of Our Children applying for an apprenticeship role with the City Council is guaranteed an interview
- Apprenticeship vacancies are proactively promoted via organisations who work with and support Our Children (ie the Virtual School)
- Any of Our Children who are successfully appointed to an apprentices role are offered a mentor to support them
- Suitable posts have been identified and ring fenced to applications from Our Children (ie in ICT)
- Since the introduction of the Apprenticeship Levy a total of 9 of Our Children have been found appointable to apprentice roles

Despite this approach application and recruitment levels have been modest so the following improvements have been made in the last 12 months

- Changes have been made to the online application form (ATS) to ensure Our Children who are not resident in Manchester can still apply for apprenticeship vacancies which are subject to the Manchester Residency requirement
- Changes have been made to the Equality Monitoring form for apprentice applications to enable apprentices to identify themselves (if they wish) as one of Our Children so appropriate support can be put in place

Plans for the coming year

- Discussions are underway with managers from Manchester Services for Independent Living (MSIL) to create entry level posts in the service to be 'ring-fenced' to Our Children
- Work is on-going across GM to identify Good Practice in this area and learn from other authorities approaches which we will support.

- We will continue to use the Team Leader/Supervisor (Level 3) apprenticeship and Operational Manager (Level 5) apprenticeship standards to deliver nationally recognised ILM qualifications to existing managers with the option to embed our core Leadership & Management modules (Raising the Bar and Our Manchester Leadership) as part of the learning
- Design our Aspiring Leadership programme so that it will give those who complete entry on the Level 3 Team Leader apprenticeship when appropriate
- This year we have recruited 4 Graduate Management Trainees for the first time since 2016 and will be looking to utilise an appropriate apprenticeship standard to provide a development offer.
- Work with a local provider to develop additional modules to the Children's, Young People and Families (Community based) standard to cover knowledge and skills required by those working with Our Children and care leavers.

Claw back of unspent apprenticeship levy & Progress reporting

- From April 2019 any funds unspent for 24 months in levy payers accounts will be retained by HMRC
- This will be calculated on actual spend not on committed spend.
- Our current projection based on actual spend by this date is that no funds will be retained until after August 2020. 64% of local authorities surveyed by the LGA are predicting clawback will commence for them by September 2019.
- Retained funds will be used by the Education and Skills Funding Agency (ESFA) to fund apprenticeship training for non levy paying employers anywhere in England
- We will continue to attempt to maintain and expand our level of spend to keep pushing back on this date while continuing to lobby the ESFA to review the length of time funds are 'live' and consider ring fencing levy clawback on a locality basis. (ie so funds not spent by levy payers in Greater Manchester would be used to fund SME's in this locality)
- In September 2019 we will need to report on our 2018/19 progress against the Public Sector Apprenticeship Target. We continue to face many of the same challenges as during the first year of the levy but still have a strong story to tell around our achievements and the rationale for the continuing 'gap'

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**Manchester City Council
Report for Resolution**

Report to: Human Resources Sub Group - 31 July 2019
Subject: Update on BAME Workforce Review
Report of: Head of Workforce Strategy

Summary

This report provides an update on work to review the Council's policy and procedures as they relate to race equality. This work is being progressed in the context of data on employee disciplinary cases considered by the Resources and Governance Scrutiny Committee at its February meeting.

Recommendations

The Sub Group is asked to note the report.

Wards Affected: All

Contact Officers:

Name: Helen Grantham
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Name: Sam McVaigh
Position: Head of Workforce Strategy
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Name: Keiran Barnes
Position: Equality, Diversity & Inclusion Manager
Telephone: 0161 234 3036
E-mail: keiran.barnes@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.

Workforce Equality Profile 2018-19

1. Overview: Our Approach to Workforce Equality, Diversity & Inclusion

1.1 A focus on workforce equality, diversity and inclusion (EDI) is both a key strand of the Council's Our People Strategy and a core component of the Authority's corporate approach to equalities more broadly. Through this work, the Council is seeking to deliver improvements in three distinct areas:

- **Get in:** increasing the diversity of the workforce to bring this more in-line with the diversity of our communities.
- **Get on:** ensuring the day-to-day experience and engagement of all our employees is a positive one and not adversely affected by their community of identity.
- **Get up:** enabling and increasing the progressing and promotion of employees from protected groups, in particular BAME and disabled employees, to support diversity at all levels of the organisation.

1.2 It should be noted that work here is building on both a strong foundation of historic activity and a more recent evidence base to indicate some clear strengths in current practice. This is demonstrated by both the Council's 2018 accreditation at the Excellent level of the Equality Framework for Local Government (EFLG) and the positive findings of a 2018 independent workforce equality review.

1.3 A range of actions are currently being progressed to drive improvement here, building on a broad evidence base of workforce data (including the annual workforce equality report), employee engagement and independent review. These priorities broadly focus on the following areas:

- Strengthened strategic approaches to support the recruitment, workforce experience and progression of BAME and disabled employees
- A refreshed approach to workforce EDI engagement
- A refreshed framework for and approach to EDI learning and development
- Strengthened EDI governance approach
- A clearer EDI communications strategy
- Refreshed EDI policy and guidance documents

1.4 The Council has committed to codesign the approaches to these priorities in partnership with staff.

1.5 It is worth noting that the areas of focus noted above reflect challenges seen nationally across the public sector generally and local authorities specifically. However, the Council recognises that it has a clear opportunity and obligation to affect change and improvement here.

2. Reviewing Our Approaches to Ensuring Race Equality

2.1 In February of this year a report to the Resources and Governance Scrutiny Committee on HR casework noted that a significantly higher proportion of

disciplinary cases relate to BAME staff than the organisational norm (34% across the three year reference period compared to an overall representation of 21% at the time). As the report noted, there is no evidence that this trend relates to any inappropriate or racist action and the position is in line with national evidence which shows that individuals from a BAME background are 1.5 to 2 times more likely to be subject to disciplinary action compared to white employees.

- 2.2 The overarching activity on workforce equality noted above is being progressed as a priority and, as noted above, is intended to support not only representation and senior level representation but also the day-to-day employee experience and is therefore relevant here. The Council's is also participating in work across public services in Greater Manchester to strengthen race equality in particular.
- 2.3 However, given the significant level of disparity Officers recognised the need for a detailed and independent analysis of Council policies and practices to understand any explicit or implicit implications which may impact on race equality. The aim of this work is to both identify any actions related to addressing the specific disproportionality in terms of disciplinary cases as well as to ensure broader action on race equality progresses on a sound and well informed basis.
- 2.4 The Council has secured the support of two experienced and respected EDI professionals to undertake this work: Mags Bradbury (Associate Director for Employee Wellbeing, Inclusion & Community at the Manchester Foundation Trust) and David Codner (Equality, Diversity and Inclusion Manager at the Christie). - Whilst both individuals are NHS employees their support is being provided as independent experts and not as representatives of the NHS. The review team provides sufficient independence, whilst also bringing an understanding of the organisational and City contexts and proven experience and demonstrable credibility in the area.
- 2.5 Work on the review commenced in mid May and is anticipated to be concluded by September. The agreed high level specification for this work is appended below for information.
- 2.6 Overall there are two main components to the review: desktop research (with support from relevant officers) and stakeholder engagement. The desktop research component has now been concluded and focused primarily on a consideration of:
- A sample of HR cases (i.e. grievance, disciplinary, management of attendance) with specific attention to cases where the employee identifies as BAME
 - HROD policy and guidance
 - Workforce data (overall BAME representation and distribution by service and by grade)
 - Organisational Development / Learning and Development approaches to support progression

- EDI approaches (considering both the work of the EDI Team and the extent to which EDI matters are considered in the broader spectrum of non-EDI focused HROD work)

The stakeholder engagement component of the review is about to commence and will include:

- A workshop session with a sample of HROD officers
- A workshop session with the Corporate Equality Champions Group
- Facilitated discussions with the Trade Unions
- Facilitated discussions with representatives from the employee EDI network group for race and relevant trade union self organising groups

- 2.7 The review team is clear that its methodology aims to provide an objective assessment of the 'as is' based on the evidence available, both qualitative and quantitative, and to use this to define a progressive assessment of what improvements can be considered.

2.8 Emerging Key Lines of Enquiry

- 2.8.1 Whilst the review is very much still a work in progress, a number of key lines of enquiry are being pursued by the review team to help frame their considerations Broadly these are:

Leadership: the extent to which authentic, visible and active leadership is provided to the race equality agenda from the top of the organisation; the extent to which this extends throughout organisational tiers and local / individual leadership on race equality and EDI more generally is embedded

Governance: the extent to which EDI is built into the organisation's governance arrangements, both those relating to EDI considerations (i.e. Equality Champions Group) and more universal arrangements; the extent to which these support the advancement of race equality at the Council

Consistency and fairness: the extent to which management of BAME employees across a number of management responsibilities is comparable to non-BAME counterparts; the extent to which BAME employees' work-related outcomes can be deemed to be fair and equitable

Mainstreaming and ownership: the extent to which race equality and EDI consideration more broadly is owned and progressed as part of the organisation's business as usual; the extent to which equality is progressed as a corporate concern or a routine service-level activity

- 2.8.2 Throughout the review, the team is giving due consideration to which aspects of its findings are specifically race-related to satisfy the particular focus of the review, and which findings are more broadly EDI-related, and can achieve improvement for numerous characteristic groups.

3. Conclusion

- 3.1 As noted above, work is now well underway with the independent review of race equality previously noted to the Resources and Governance Scrutiny Committee in February. This work, in part, is intended to support the Council in addressing the disparity in relation to disciplinary cases noted by that meeting. However, the intention is that it will provide a broader basis to support progress with the Council's wider work in relation to race equality noted in section 1 above.
- 3.2 The report's findings will be available in September and follow up actions will then be overseen by the City Solicitor (SMT lead for Equalities) with the support of the Council's EDI team and oversight of the Executive Members for Equalities and HR. However, this work has been noted as a priority for SMT as a whole and the Chief Executive has emphasised the importance of a continued corporate focus on equality led from the most senior level.

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Appendix: Manchester City Council: Independent Workforce Race Review Proposal

Recognising MCC commitment to Equality and Diversity and in response to the discussion this document outlines the proposal to work with MCC to investigate concerns raised and review specified council workforce processes to ensure they are meeting the high standards expected within the Council.

Scope:

Review data, current policy and process to identify how MCC is progressing race equality. This will include reviewing any recent grievances where race has been cited as an issue and broader trends in staff disciplinary cases and outcome. We anticipate this will be primarily desktop work but will facilitate access to staff and other stakeholders if required. As part of this research we will meet with the Council's equality team; the Trades Unions, HR Casework Team and a focus group of staff-led race equality representatives. The role of the team will not be to re-investigate cases but to review the processes that MCC have in place to ensure that investigations are undertaken to prevent unfair/discriminatory practise.

Definitions:

It is proposed that the reviewers use the following definitions for Racism to direct the review:

Institutional Racism definition

The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture, or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantage minority ethnic people."

The Macpherson report

"Institutional racism is that which, covertly or overtly, resides in the policies, procedures, operations and culture of public or private institutions - reinforcing individual prejudices and being reinforced by them in turn."

A. Sivanandan, Director, Institute of Race Relations

"If racist consequences accrue to institutional laws, customs or practices, that institution is racist whether or not the individuals maintaining those practices have racial intentions."

The Commission for Racial Equality

Governance & Reporting

The team will report to the City Solicitor and be overseen day-to-day by the Head of Workforce Strategy

The team will produce a separate report for the City Solicitor which provides reflections on Manchester City Council's approach to race (and other associated factors) as an employer, based on case reviews, analysis of data, policy and processes and stakeholder feedback. – This report will be made available for presentation to a panel of key stakeholders including the City Solicitor, Deputy Chief Executive & City Treasurer, Executive Members for HR and Equalities and Trade Union Branch Secretaries.

The reviewers are acting on behalf of MCC and will be bound by a confidentiality agreement. It will be MCC responsibility to share any actions or detail with their stakeholders. This will be done in agreement with the reviewers to ensure that the key messages are ones which the reviewers agree reflect the work undertaken.

Project Plan

Below is set out the project plan for the work:

What	Who & Where	MCC requirements	Number of Days
Review of council workforce data	DC	<p>To provide access to the following data:</p> <p>Workforce profile by organisation, role band and directorate</p> <p>Staff experience or feedback - if possible by ethnicity</p> <p>Overarching workforce complaints data</p> <p>All workforce complaints over the previous 12 months which identify race as part of the complaint</p> <p>Review specific data on HR casework by protected characteristic. Also to understand policy and processes.</p> <p>MCC to advise on other data available e.g. service users complaints</p>	3 days
Stakeholder meetings	DC & MB	<p>Initial meetings with:</p> <ul style="list-style-type: none"> ● HR Casework team & other HR Officers ● TU Representatives ● Staff representatives (Race staff group and via TU self-organising groups) ● Equality Champions 	Up to 3 days depending on number of meetings

Report and recommendations	DC & MB		3 days
Meeting with MCC team and presentation to a broader panel	DC & MB		2 days

Profile of Reviewers:

David Codner

David has over 30 years' experience of working in race equality and equality and diversity. He has held a number of senior equality, diversity and inclusion posts in the NHS, local government and the voluntary and community sector. His special areas of interest include race equality, mainstreaming the equality and diversity, the Equality Act 2010 and the Human Rights Act. He is currently the Equality, Diversity and Inclusion Manager at the Christie.

Mags Bradbury

Associate Director Employee Wellbeing, Inclusion & Community

Mags has worked in organisational change and inclusion in both the public and private sector. She currently manages the portfolio of the Equality & Diversity, widening participation, Community partnership and Employee Health & Wellbeing at MFT.

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**Resources and Governance Scrutiny Committee – Human Resources (HR) Subgroup
Work Programme –July 2019**

Meeting 1 – 10:00am Wednesday 31 July 2019, Council Antechamber, Level 2, Town Hall Extension Deadline for reports: Monday 22 July 2019				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Disciplinary action against BAME staff	To receive an update report on the apparent disproportionate rates of disciplinary action against BAME staff	Cllr Ollerhead (Executive Member for Finance and Human Resources)	Sam McVaigh (Head of Workforce Strategy) Shawna Gleeson (Head of HR Operations)	Invite to Cllrs Hacking and Ahmed Ali
Verbal Update on the recruitment to vacant senior officer posts	To receive an verbal update report on the progress that has been made with the recruitment to vacant senior officer posts, including the Director of HROD, the Director of ICT, the Director of Adult Social Services and the Director of Homelessness	Cllr Ollerhead (Executive Member for Finance and Human Resources) Cllr Craig (Exec	Joanne Roney (Chief Executive) Shawna Gleeson (Head of HR Operations)	

		Member for Adults Health and Wellbeing)		
Apprenticeships	<p>To receive and update on the Council's apprenticeship strategy and activity since the introduction of the apprenticeship levy.</p> <p>To include information on the number of Our Children employed as apprentices</p>	Cllr Ollerhead (Executive Member for Finance and Human Resources	<p>Helen Grantham (Interim Director of HROD)</p> <p>Sam McVaigh (Head of Workforce Strategy)</p>	See 22 Nov 2018 minutes
Adult Services HR Plan	To receive a report on the Adult Services Department HR plan	Cllr Craig (Exec Member for Adults Health and Wellbeing)	Bernadette Enright (Director Adult Social Services)	
Work Programme	To review and approve the current work programme.	-	Mike Williamson	

Meeting 2 – 10:00am 24 September 2019, Council Antechamber, Level 2, Town Hall Extension				
Deadline for reports: Friday 13 September 2019				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
BeHeard 2018 Survey outcomes - update	To receive a further update on the BeHeard 2018 survey outcomes	Executive Member for Finance and Human Resources	Helen Grantham (Interim Director of HROD)	See 21 Feb 2019 minutes
Work Programme	To review and approve the current work programme.	-	Mike Williamson	

Meeting 3 – 10:00am 26 November 2019, Council Antechamber, Level 2, Town Hall Extension
Deadline for reports: Friday 29 November 2019

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Highways Work Force	<p>To receive a further presentation (or report) on the Highways Departments work force, to include:-</p> <ul style="list-style-type: none"> ● What percentage of staff in the service had had About You sessions with their manager and the reasons for any which had not taken place, whether this was resulting in improvements in performance and any capability procedures which had been started; ● Information demonstrating that reasonable adjustments were being made for disabled staff; ● What the impact on staff absences was of testing for health issues such as HAVS and making reasonable adjustments; ● Information on any remaining vacancies in the service, including why they had not been filled, what the plan was to fill them and, if applicable, an analysis of the reasons that a particular post could not be filled. To also include consideration of apprenticeships and recruitment opportunities for groups such as ex-offenders and young people leaving care. 	Cllr Stogia (Executive Members for Highways, Planning and Transport)	Steve Robinson (Director of Operations)	See 21 Feb 2019 minutes
Work Programme	To review and approve the current work programme.	-	Mike Williamson	

Meeting 4 – 10:00am 25 February 2020, Council Antechamber, Level 2, Town Hall Extension Deadline for reports: Friday 14 February 2020				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Work Programme	To review and approve the current work programme.	-	Mike Williamson	

Items to be scheduled

Items highlighted in grey have been added to above meeting dates and will be removed from future work programmes

Item	Purpose	Lead Executive Member	Lead Officer	Comments
ICT Out of Hours Provision	To receive a report for information on the financial implications of the proposal to formalise out of hours provision within ICT for all fixed term ICT staff, and the standardisation of remuneration for out of hours provision	Cllr Ollerhead (Executive Member for Finance and Human Resources)	Ian Grant (Interim Director of ICT)	Recommendation from Audit Committee on 5 October 2017 for RGSC to consider
Adult Social Care staff training budget	To receive a report on the Adult Social Care staff training budget and explore the options available to provide assistive technology to front line staff.	Cllr Ollerhead (Executive Member for Finance and Human Resources) Councillor Craig (Executive Member for Adults Health and Wellbeing)	Bernadette Enright (Director of Adult Social Services) Helen Grantham (Interim Director of HROD)	Recommendation from Health Scrutiny on 6 February 2018

<p>Our Ways of Working – update</p>	<p>To receive an update report at an appropriate time that includes information by directorate on the number of staff working part time, how many are formally working flexibly and how the OWOW was being promoted and taken up by staff.</p>	<p>Cllr Ollerhead (Executive Member for Finance and Human Resources</p>	<p>Helen Grantham (Interim Director of HROD)</p>	
<p>Review of the Council's Recruitment policy and processes</p>	<p>To receive a report on the Council's recruitment policy and processes and to include detail on the challenges experienced in recruiting and retaining staff within the Out of Hours Service.</p>	<p>Cllr Ollerhead (Executive Member for Finance and Human Resources</p>	<p>Shawna Gleeson (Head of HR Operations)</p>	<p>Recommendation from R&G Scrutiny on 16 July 2019 (Min RGSC/19/39)</p>

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