



Overview and Scrutiny Human Resources Sub Group

Date: Tuesday, 15 October 2019

Time: 1.00 pm

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** 3 - 10
To receive the minutes of the HR Subgroup meeting held on 31 July 2019

2. **Children's Services HR Plan** 11 - 50
Presentation of the Strategic Director – Children's and Education Services attached

3. **Mpeople update: Redeployment** 51 - 68
Report of the Head of HR Operations attached

This report provides an overview of the refreshed approach to the Council's approach to supporting staff to identify alternative roles within the organisation when displaced through either organisational structure changes or for medical reasons.

4. **Overview of Council vacancies** 69 - 74
Report of the Head of HR Operations attached

This report provides an overview of current vacancies across the Council, whether the posts are being actively recruited to and how long posts have been vacant for.

5. **Work Programme** 75 - 80
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:

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This agenda was issued on **Wednesday, 9 October 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

Overview and Scrutiny Human Resources Sub Group

Minutes of the meeting held on 31 July 2019

Present:

Councillor Russell – in the Chair
Councillors Clay and Stanton

Also present:

Councillor Ollerhead, Executive Member for Finance and Human Resources
Councillor Akbar, Executive Member for Neighbourhoods
Councillor Craig, Executive Member for Adults, Health and Wellbeing

RGSC/HRSG/19/06 Minutes

Decision

To approve the minutes of the meeting held on 21 February 2019 as a correct record.

RGSC/HRSG/19/07 Adults Workforce

The Sub Group considered the presentation provided by the Executive Director of Adult Social Services.

The Executive Director of Adult Social Services referred to the main points and themes within the presentation which included: -

- An overview of what had been developed so far;
- What was planned;
- An overview of the senior structure;
- Information on the different teams working in the Manchester Local Care Organisation and within Manchester Health and Care Commissioning;
- Information on the teams retained within Manchester City Council;
- Information on the workforce profile;
- Data on the absence rate across the workforce and the work to reduce this;
- Data on performance management and capability conduct;
- Information on the use of resources;
- Spend and the work to reduce agency spend;
- Training and development information;
- B-Heard survey outcomes and response;
- A summary of the key areas of the Adult Improvement Plan; and
- A summary of the challenges, opportunities and good news.

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

- Further information on the recruitment of permanent staff was sought and how this would impact on the use of agency staff;

- What savings would be achieved by recruiting permanent staff compared to paying agency fees;
- What were the budget arrangements for the funding of the post of Deputy Director of Adult Social Services;
- Information was sought on performance reviews and supervision of staff;
- What was the percentage of Black, Asian and minority ethnic (BAME) staff above Grade 10 and what percentage of staff above Grade 10 were female;
- Information was sought on the arrangements for capability management of staff; and
- Further clarification was sought regarding the role of the Director of Homelessness.

The Executive Director of Adult Social Services stated that the staff were the most valuable asset and she and her team were committed to supporting and developing them. She said that doing so, in collaboration with colleagues in Health, would allow for the recruitment and retention of a workforce that would drive improvements across a range of services and deliver the best outcomes for Manchester residents. She said she took personal responsibility to visit teams and meet with the Team Managers to understand issue and establish communications. She stated that both herself and the Executive Member were accessible to staff and every member of staff received regular communications from the senior management team.

The Executive Director of Adult Social Services commented that the recruitment of permanent staff would reduce the expenditure on agency staff, however she commented that it was important to understand that delays in the recruitment of staff that were due to statutory legal checks meant that agency staff would still be required at times. She further commented that the recruitment of permanent staff would also contribute to addressing capacity issues and pressures experienced in teams. In response to a specific question the Executive Director of Adult Social Services stated that the role of Deputy the Deputy Director of Adult Social Services would be funded from existing budgets.

The Programme Lead (Health and Social Care Integration) commented that in some areas Team Managers had responsibility for over 20 staff and this presented a challenge to complete staff performance reviews and supervision, in addition to their other roles and responsibilities that they were expected to deliver, and plans were in place to address this. She further commented that all care packages would be reviewed to ensure workforce levels met the need, and this would also inform workforce planning.

The Executive Director of Adult Social Services informed Members that 12 Team Managers had recently been recruited to the Neighbourhood Teams, and part of their role would be to ensure staff appraisals and reviews were completed in a timely manner and that practice was consistent across the city. In regard to BAME staff she said that 6% of staff above Grade 10 were BAME, with 72% of the Directorate's workforce being women.

The Head of Workforce Strategy commented that the recording and monitoring of About You discussions was being improved through the introduction of an improved tracking system. He stated that this system would be piloted before being rolled out

across the organisation. The Executive Director of Adult Social Services stated that Internal Audit had also reviewed the existing arrangements for supervision and an action plan had been agreed to strengthen this process.

The Head of HR Operations stated that it was acknowledged that capability was not managed well across the organisation. She added that every allegation of gross misconduct was reviewed in the first instance to check if it was a case of capability or conduct, and work was underway to ensure that informal monitoring of performance was recorded and reported appropriately and consistently as this was not currently captured.

The Head of HR Operations further commented that monitoring of attendance was being reviewed corporately to understand what resources could be utilised to support staff to return to their role or where appropriate, move into another post, supported by training. She further commented that the recruitment of staff would alleviate some of the pressures experienced in teams.

In regard to a specific question regarding premiums paid for agency staff and savings achieved if agency staff were not used The Programme Lead (Health and Social Care Integration) stated that She would confirm this after the meeting. She commented that staff did receive a payment for working unsocial hours and that staffing at unsocial hours was from a mixture of permanent and agency staff, adding that the Care Quality Commission were satisfied with how agency staff had been deployed.

The Executive Director of Adult Social Services informed the Members that the recently appointed Director of Homelessness would be reviewing all homeless services, in conjunction with the Audit Department to ensure the service was delivering the best possible support for some of the most vulnerable citizens in Manchester. She described that this was a strategic post and he would be working with a range of partners, both internal and external to review the provision for homeless people.

The Executive Member for Adults, Health and Wellbeing stated that the decision had been taken to recruit the post of a full time, Director of Homelessness that reported to the Executive Director of Adult Social Services. She confirmed that the Director of Homelessness was an external appointment and he did not report to the Combined Authority. She further commented that there was a commitment to a rolling programme of Social Worker recruitment to address the issue of delays in starting following successful selection due to the pre-employment checks that were required. She further expressed her gratitude to the staff in the HR department who had supported the department around staffing and recruitment.

Decision

To note the presentation.

RGSC/HRSG/19/08 Apprenticeships

The Sub Group considered the presentation that had been submitted for consideration that provided information on the following areas of activity: -

- An overview of the apprenticeship system;
- Data on the apprentice sign ups by Directorate 2018/19;
- Feedback following the National Apprenticeship Week;
- Demographic breakdown of 2018/19 sign ups;
- Levy expenditure to date;
- Highlights from year two;
- Headlines for 2019/20;
- Actions proposed to ensure continued improvement;
- Strengthening the approach with schools;
- Targets for 2019/20 by Directorate;
- Describing the opportunities across Health and Social Care; and
- How apprenticeships are being used to create opportunities for Our Children.

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

- What was being done to address the challenges experienced with schools and the take up of apprentices;
- Were all of Our Children currently on apprenticeships recruited directly;
- Did we work with the Manchester College to deliver apprenticeships;
- What Social Value was being achieved via apprenticeships; and
- How were apprenticeships advertised.

The Head of Workforce Strategy confirmed that all of Our Children on an apprenticeship programme had been directly recruited, adding that options for the possible development of a pre-apprenticeship/traineeship programme aimed at Our Children, with a link into apprenticeship roles were currently ongoing with the Independent Living Service.

The Head of Workforce Strategy confirmed that the service did work in partnership with the Manchester College to deliver apprenticeships, and this was one of a range of providers. He described that the Levy had been used to scale up the apprenticeship offer at an entry level and develop innovative approaches to higher level programmes.

The Head of Workforce Strategy stated that the majority of Council entry level apprenticeships undertaken by external candidates had been recruited through partnership working with a range of partners, such as Big Life and the Department of Work and Pensions He said that working with these and other partners allowed for conversations to be had with prospective applicants about the training, progression and career opportunities within the Council. He added that conversations were being had with the Communications Team to showcase this message and promote the Council as an attractive employer.

The Interim Director of HROD supported this comment and added that providing meaningful learning and development would help promote the Council as an employer of choice and help with the recruitment and retention of staff.

The Head of Workforce Strategy stated that Manchester was not unique in the relationship and uptake from schools, however conversations were ongoing with Rochdale Council as they were an authority that had a good uptake of apprenticeships from schools.

In response to a Member's request for a breakdown of apprentices by level based on the indices of multiple deprivation, the Head of Workforce Strategy said that this would be provided. He further advised that examples and information in relation to Social Value and apprenticeships would be provided to the Sub Group following the meeting.

Decision

1. To note the presentation.
2. To request that a breakdown of apprentices by level based on the indices of multiple deprivation be circulated to the Sub Group.
3. To request that examples and information in relation to Social Value and apprenticeships be circulated to the Sub Group.

RGSC/HRSG/19/09 Update on the recruitment to vacant senior officer posts

The Sub Group received a verbal update report on the progress that had been made with the recruitment to vacant senior officer posts of the Director of HROD and the Director of ICT.

The Interim Director of HROD informed the Members that a panel would convene on the 8 August to consider the candidates for the post of Director of HROD. She said the candidates would also undergo an assessment that would include the involvement of a number of partners in recognition of the important function of this role. She stated that subject to a candidate being appointed the individual would be in post in approximately three months.

In regard to the post of Director of ICT, the Interim Director of HROD stated that discussions were currently ongoing to agree the future remit of this post to ensure it was fit for purpose going forward. She said that the post would then go out to advert and it was anticipated that the shortlisted candidates would be interviewed in September 2019.

The Executive Member for Finance and Human Resources responded to a question from a Member by stating that it was anticipated that this strategic role would not be split across two posts.

Decision

To note the update.

RGSC/HRSG/19/10 Update on Black, Asian and minority ethnic (BAME) Workforce Review

The Sub Group considered the report of the Head of Workforce Strategy that provided an update on work to review the Council's policy and procedures as they related to race equality. This work was being progressed in the context of data on employee disciplinary cases considered by the Resources and Governance Scrutiny Committee at its February 2019 meeting.

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

- Providing an overview of the Our Manchester Approach to Workforce Equality, Diversity & Inclusion;
- The work undertaken to review Our Manchester Approaches to Ensuring Race Equality; and
- Emerging Key Lines of Enquiry.

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

- Would Senior Management be interviewed as part of the independent analysis of Council policies and practices;
- How were the staff appointed to undertake the independent analysis chosen;
- Welcoming the inclusion of the definitions of Institutional Racism, noting the importance of recognising these;
- What was being done to enable and increase the progression and promotion of employees from protected groups, in particular BAME and disabled employees, to support diversity at all levels of the organisation; and
- Further analysis of the numbers and factors that contributed to disciplinary cases against BAME staff.

The Head of Workforce Strategy advised that Senior Management would be interviewed as part of the independent analysis of Council policies and practices, commenting that Service Leads and Equalities Champions would be consulted with. He advised that the staff appointed to undertake the independent analysis had been chosen due to their skills and ability to deliver this work, adding that all of the information they collected would be treated with the upmost confidentiality when they returned to their substantive posts within the Health Service.

The Head of Workforce Strategy acknowledged the comments made by a Member regarding the lack of BAME staff at a senior level and commented that it was recognised that more needed to be done to address this. He said that work was ongoing to engage with BAME staff so as to understand the barriers and challenges experienced to progression so that practical and proactive strategies could be developed and co-designed with staff. He stated that it was important that time was taken to undertake this exercise to deliver the required outcomes.

The Executive Member for Neighbourhoods stated that he was confident that the staff appointed to undertake the review were capable of delivering this work. He said

they were approaching this project in an objective manner and engaging with a range of staff at all levels of the organisation, including front line staff.

The Chair commented that the Sub Group would welcome the opportunity to consider the report at an appropriate time following conclusion of the review.

Decision

To note the report.

RGSC/HRSG/19/11 Work Programme

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

Decision

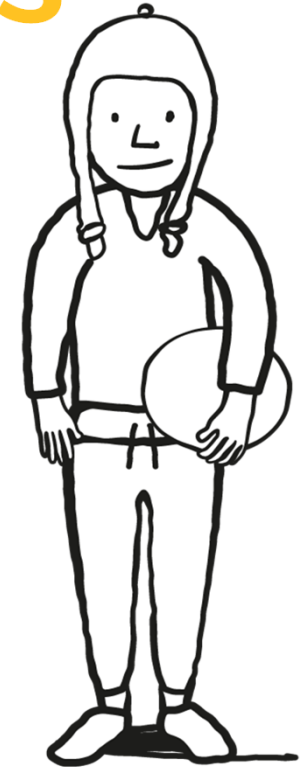
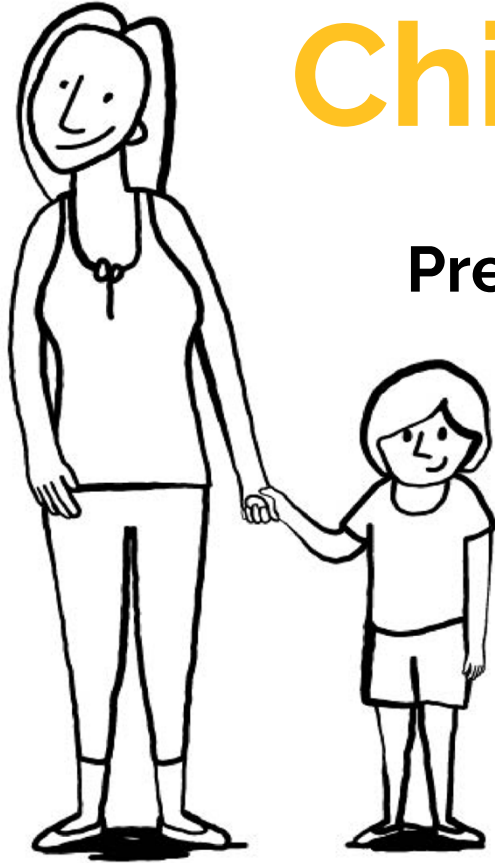
To agree the work programme.

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Children's Services

**Presentation to Resources Scrutiny
Committee**

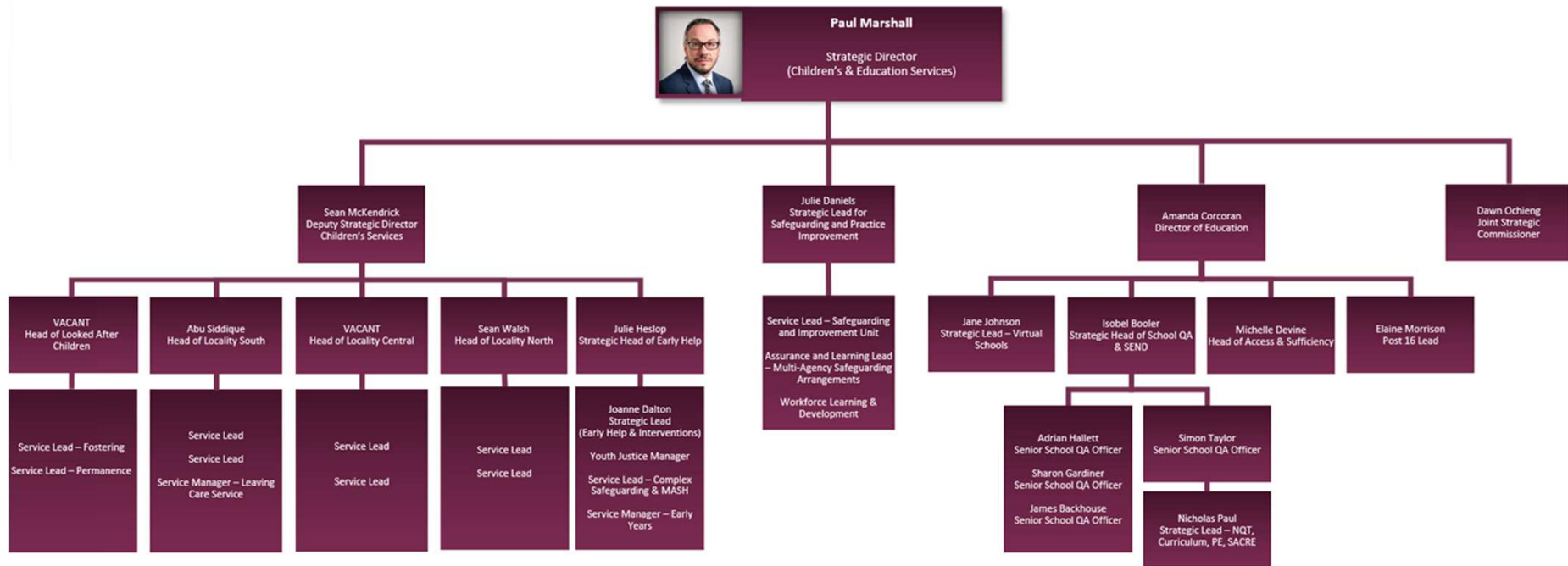
**Paul Marshall,
Strategic Director
Children's & Education Services**



Children's Services Structure & Teams



Children's Senior Structure Chart



*structure chart includes Education Services

Children's: Our Teams

Children's Locality Social Work Service

- North, Central and South Social Work Teams
- FTE - 324.5
- Provides a front line service in providing a statutory response and intervention for children and young people and those in need of help, support and protection.

Permanence Service

- Centralised Service working across the City.
- FTE - 85.6
- Providing a service to our looked after children delivering plans of 'permanence'; preparing 'our' children for independence and enabling them to live safe, happy, healthy and successful lives.

Fostering Service

- Centralised Service working across the City.
- FTE - 61.3
- To provide training, support and supervision in respect of approx 320 foster carers who care for approx 470 of our children. The service consists of several teams which encompass a wide range of Fostering provisions, such as, Recruitment & Assessment, Carer Supervision and Connected Person assessment teams.

Children's: Our Teams

Leaving Care Service

- Centralised Service working across the City.
- FTE - 25.6
- To provide a statutory leaving care service to former looked after children aged 18-25 years. This service was recently brought 'in-house' in October 2018.

Complex Safeguarding Hub (multi-agency)

- Centralised Service working across the City.
- FTE - 16
- Delivers a specialist services in respect of children at risk of exploitation; inc sexual, criminal, Modern Slavery, Human Trafficking, extremism and inc the Children Missing from Home Team.

Emergency Duty Service

- Centralised Service working across the City.
- FTE - 7
- To provide a statutory out of hours emergency social work interventions for children and young people. The service is responsible for ensuring children are safeguarded by providing swift and intensive support to families in crisis.



Children's: Our Teams

Children's Homes

- Alonzi House and Willow Vue
- FTE - 26.3
- Providing Family Group Conferences, short breaks, outreach and residential care to up to 11 of 'our' children and young people between 11 – 18 years of age.

Family Contact

- North, South and Central Teams
- FTE - 21.6
- To facilitate, supervise and assess contact between children and their families; contributing to statutory social work assessments/intervention.

Families First

- Centralised Service
- FTE - 33.6
- To support families in 'crisis' to create safe environments to enable children to remain in their family and community.

Children's: Our Teams

Early Help

- North, Central and South Multi Agency Hubs
- FTE - 148.3
- Proving advice and support to universal services and delivering targeted interventions to Manchester's families and communities; with our partner agencies. The primary role is to prevent the unnecessary escalation of children's needs.

Early Years

- North, Central and South Services.
- FTE - 75.8
- Working in partnership with all Early Year settings/providers to provide a universal and a targeted intervention to enable children's learning and developmental needs being identified early and provide a targeted intervention in order for them to start school ready to learn and achieve a good level of development.

Youth Justice Service (multi agency)

- North, Central and South Services.
- FTE - 40.2
- To provide a specialist service to children and young people and their families who are involved in the criminal justice system. The aim is to manage and reduce risk and vulnerability in order to avoid children becoming involved with the CJS, intervene when they have to avoid reoffending and actively engage with them to have a stability, good health and engage in education, employment and training..

Children's: Our Teams

Safeguarding Unit, Safeguarding Board Unit and Workforce Learning & Development

- Centralised Service working across the City.
- FTE - 55.1
- Responsible for the statutory reviewing arrangement for our children who are looked after or at risk of significant harm; chairing Child Protection Conferences/reviews and statutory looked after children reviews. In addition, the Workforce and Learning & Development Team primary purpose is to develop the workforce to deliver outstanding practice and services to children, young people and their families.

Commissioning, Contracts and Placement Service

- Centralised Service
- FTE - 16.7
- The Commissioning, Contracts & Placement Service is responsible for commissioning/procurement a range of services to meet the needs of Manchester's children and young people, the service has a key role in ensuring all commissioned services achieve value for money and are high quality. The Placement Team is responsible for securing placements for children via internal and external placement providers.

Our Manchester, Our Children

Our priorities

We want children and young people to be:

- Safe
- Happy
- Healthy
- Successful.

Our passions

The things we need to focus on to deliver this plan are:

- Children and young people living in stable, safe and loving homes
- Safely reducing the number of children and young people who are in care
- Children and young people having the best start in the first years of life
- Children and young people fulfilling their potential.

Our behaviours

In everything we do we'll make sure that:

- We work together and trust each other
- We're proud and passionate about Manchester
- We take time to listen and understand
- We 'own it' and aren't afraid to try new things.

Our principles

To achieve that we will:

- Be child-centred
- Listen to and respond to children and young people
- Focus on strengths and resilience
- Early action.



Children's Service: Service Priorities

The 9 Service Priorities which are listed below are underpinned by a series of key delivery actions and activities. These, in turn will be delivered through individual service plans and strategies which will define and describe how they contribute to Children and Young People's Plan priorities; and how they support the Directorate and Council to meet the identified risks and challenges and maximise the opportunities available.

1. Integrate services on a footprint of 1, 3 and 12; delivering and leading services in localities
2. Increase the voice and influence of Manchester's children and young people.
3. Embrace new and collaborative ways of working
4. Support and develop children's readiness for school and for adulthood
5. Build a stable and capable workforce confident and effective in the management of risk, performance and planning for children
6. Improve outcomes for all children, including CLA/SEND and 'reduce the gap' at all key stages
7. Safely reduce the number of children looked after and/or in need of a statutory service
8. Sufficient range and choice of high quality Early Years, School, College, Youth and care provision
9. Lead the development of future arrangements for safeguarding partnership in response to legislative change

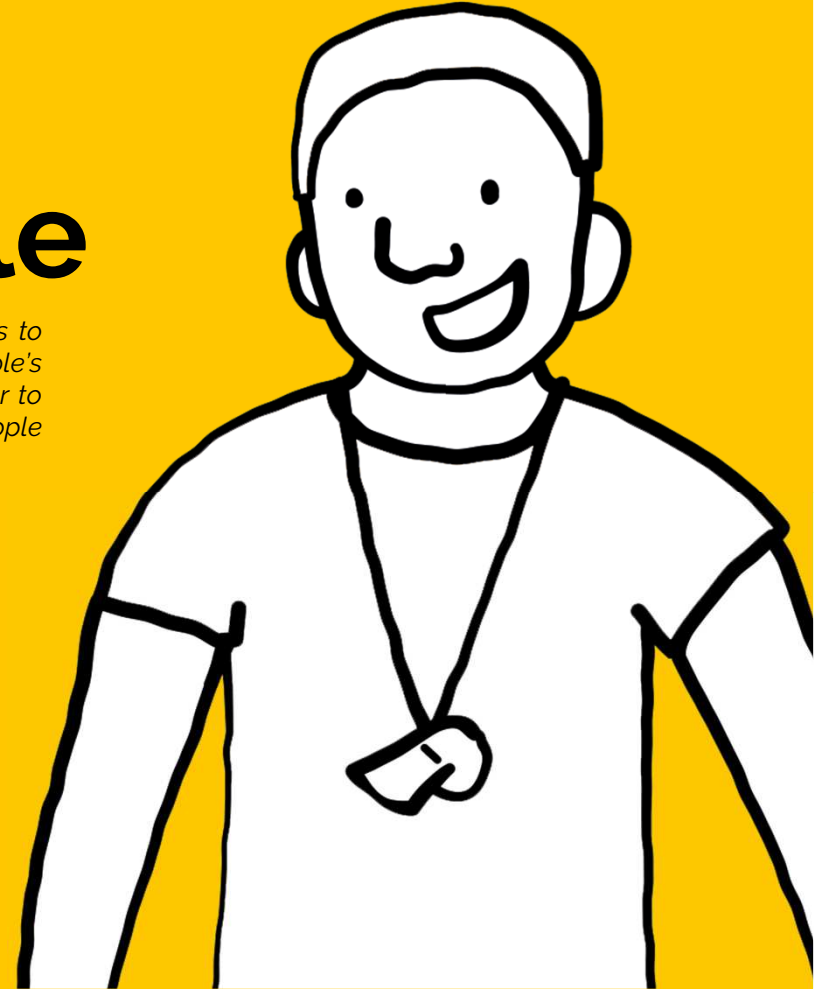
Children's Services - Delivering The Corporate Plan

- 1 Young people
- 2 Healthy, cared for people
- 3 Housing
- 4 Neighbourhoods
- 5 Connections
- 6 Growth that benefits everyone
- 7 Well-managed Council



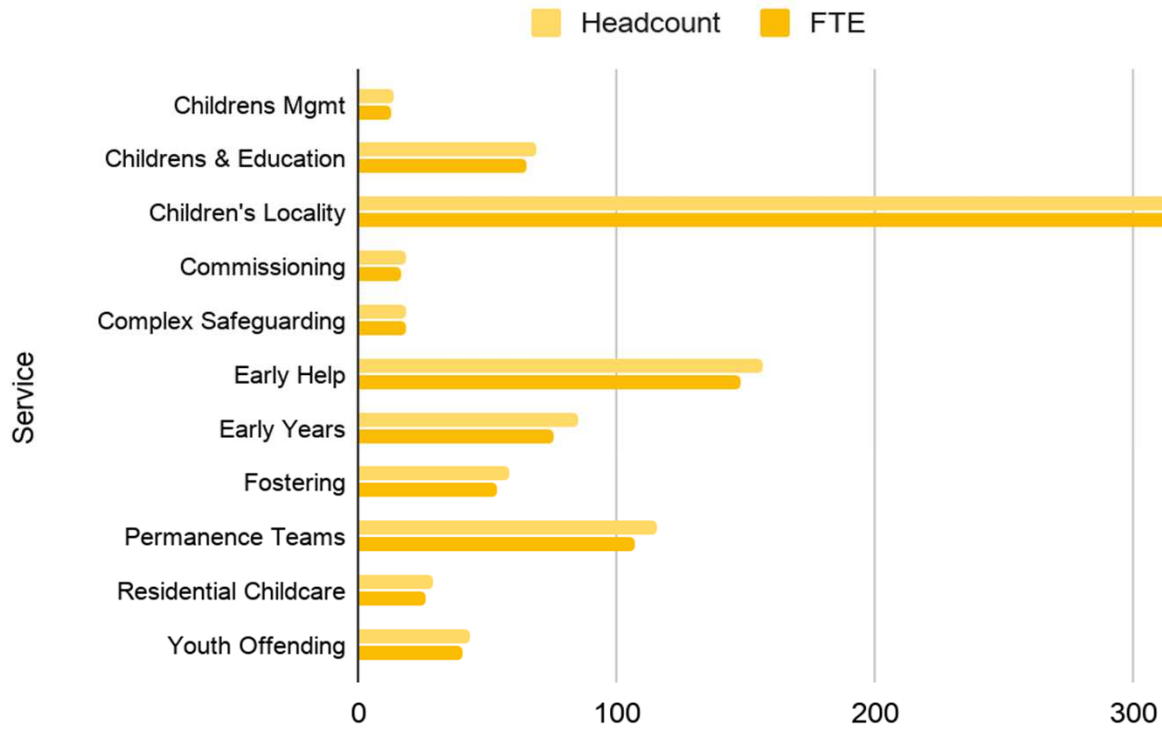
Workforce Profile

The children services workforce is our most important resource. Our aim is to build a confident, competent and highly skilled children and young people's workforce that understands each other's responsibilities and works together to deliver relevant, responsive and high quality services for children, young people and their families.

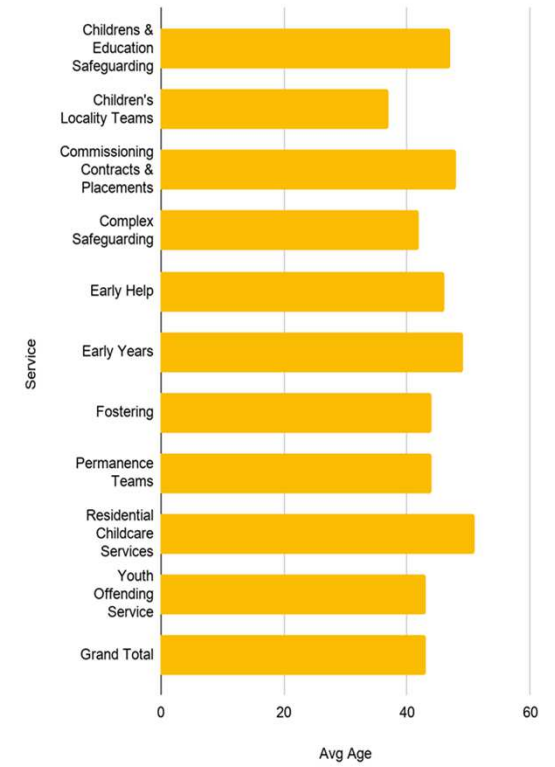


Workforce Profile

Headcount and FTE



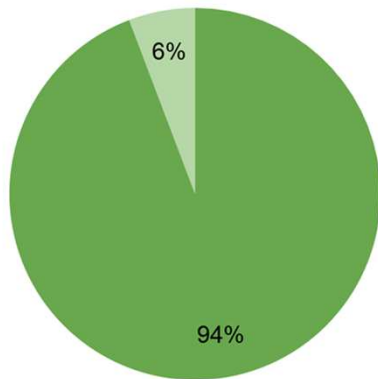
Average Age by Service



Workforce Profile

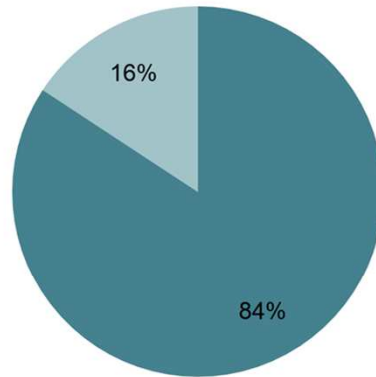
Comparatively the Council's workforce is 5.4% disabled

Disability



- No
- Yes

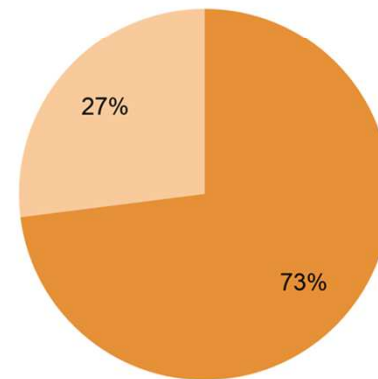
Gender



- Female
- Male

Comparatively the Council's workforce is 22.5% BAME

Ethnic Origin

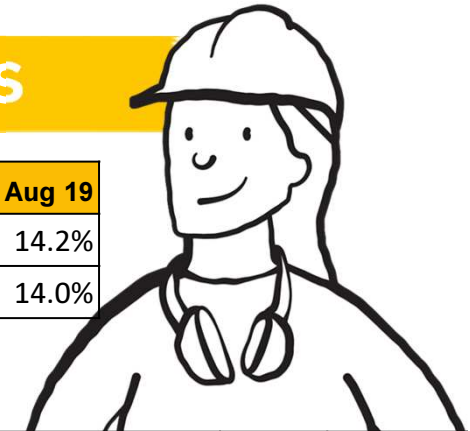


- White
- BAME

Comparatively the Council's workforce is 66.9% female

All percentages are based on those who have provided a response

Children's: Use of Resources



1053 posts within Children's Services of which 132 are vacant and 488 require a social work qualification.

124 appointments in the last 12 months, of which 95 were Social Work qualified

110 leavers in the last 12 months of which:

- 5 were dismissals
- 6 retirements
- 83 were Social Work qualifie..

Reduction in turnover across the service and social work.

Annual turnover	Aug 18	Aug 19
Children's Services	16.8%	14.2%
Children's Social Work	15.0%	14.0%

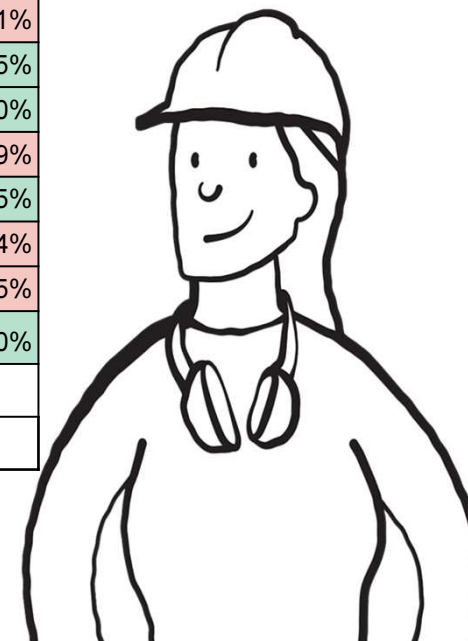
Service	Headcount	FTE	Avg Age	Avg Length of Service
Childrens Mgmt Team/Back Office	14	12.7	52	11.9
Childrens & Education Safeguarding	69	64.7	47	10.1
Children's Locality Teams	339	316.5	37	3.5
Commissioning Contracts & Placements	18	16.8	48	13.7
Complex Safeguarding	18	18	42	10.9
Early Help	157	148.3	46	17.5
Early Years	85	75.9	49	19
Fostering	58	53.3	44	7.9
Permanence Teams	116	107.2	44	10.2
Residential Childcare Services	29	26.4	51	16
Youth Offending Service	43	40.2	43	11.2
Grand Total	946	880	43	10

Agency



Children's: Agency Expenditure

Service	2017/18*	2018/19*	Change	Proportion of spend Aug 17-Jul 18	Proportion of spend Aug 18-Jul 19
Children's & Education Safeguarding	£250,884	£172,246	-31.3%	5.7%	5.8%
Children's Locality Teams	£1,992,281	£1,258,121	-36.9%	45.5%	42.3%
Commissioning Contracts & Placements	£30,159	£89,143	195.6%	0.7%	3.0%
Complex Safeguarding & MASH	£161,512	£180,918	12.0%	3.7%	6.1%
Contact Referral & Assessment	£212,017	£14,802	-93.0%	4.8%	0.5%
Early Help	£286,339	£1,416	-99.5%	6.5%	0.0%
Early Years	£26,944	£55,460	105.8%	0.6%	1.9%
Fostering	£630,275	£402,343	-36.2%	14.4%	13.5%
Permanence Teams	£496,251	£489,605	-1.3%	11.3%	16.4%
Residential Childcare Services	£149,313	£313,560	110.0%	3.4%	10.5%
Youth Offending Service	£49,523		-100.0%	1.1%	0.0%
Grand Total	£4,380,724	£2,977,614	-32.0%		
*August - July					



Children's: work to reduce agency spend

Children's Services has made significant progress to reduce agency reliance which is evidence through a 32% reduction in agency spend over the past 12 months.

The reduction in agency reliance is attributed to the Directorate's focus on permanent recruitment and delivering on its strategic objective of building a highly skilled, stable and competent workforce.

There are currently 43 agency placements across the following services. However, 55% of placements are within:

- Social Work Services incl. Locality Social Work, Permanence and Fostering:

There are currently 24 placements across these areas which is significant progress across the previous three years in which there were over 70 placements alone in these services. The reduction in agency reliance is attributed to an improved offer to Social Workers including manageable caseloads, effective reflective supervision, improved workforce development and career pathway offer.

The remaining placements are across Leaving Care, Children's Residential, Family Contact and Safeguarding Improvement Unit

The rationale for the majority of agency engagements are to ensure we have enough capacity within services to deliver safe, effective and efficient statutory services.

There are currently 3 consultants engaged in Children's Services to cover senior management roles (Head of Locality, Head of Looked After Children and Assurance and Learning Lead) which are as a result of recruitment challenges.

In response to these challenges, the service has recently engaged an executive recruitment partner to lead the recruitment to these roles with the intention that the service has no consultants engaged by April 2020.

Workforce Development



MANCHESTER
CITY COUNCIL

Workforce Development Overview

- **Signs of Safety:** continues to be the underpinning approach for Social Work practice with a consistent drive on developing the approach in all areas across Children's Services. Signs of Safety sit within '**Our Practice**', which gives practitioners across all services a clear understanding of how the Signs of Safety approach supports us to work safely, effectively and efficiently to build a future for our children where they are safe, happy, healthy and successful. Over 100 Practice Leads across the service.
- **Assessed Supported Year in Employment (ASYE):** currently 100 newly qualified social workers undergoing the programme
- **National Assessment and Accreditation System (NAAS):** provides a consistent way to assure that child and family practitioners, supervisors and leaders have the knowledge and skills for effective practice. The DFE programme for Social Workers to become accredited as a child and family practitioner in Social Work through the National Assessment and Accreditation System (NAAS) has been successful in Manchester. To date we have had 70 Social Workers take the assessment.
- **ILM Endorsed Programme 'Our Manchester, Our Children, Our Leaders':** a bespoke ILM endorsed programme for Children's Social care staff 'Our Manchester, Our Children, Our Leaders'. To date we have delivered the programme to all Team Managers within Children's Services through 4 cohorts.
- **Systemic case record auditing** - Programme of engagement with managers, baseline established and development plan in place.
- **Practice Education Programme:** We currently have 74 Practice Educators for Social Work within Children's Services that are available to take Social Work Students. 36 university students from all 3 local universities have had placements within Children's Services over the last 12 months from traditional undergraduate and postgraduate.
- **Safe & Together:** Manchester Children's Social Care have been practicing the Safe & Together model since 2017. The model is specifically designed to focus on promoting the best interest of children focusing on safety, permanency and well-being. It strengthens the ability to understand how the perpetrator is creating harm or the risk of harm to children.

Children's: Apprenticeships

Children's Services became one of the first Local Authorities To successfully launch the 'Degree Apprenticeship in Social Work' programme. The programme was aimed at the Directorate's existing workforce and created an opportunity for employees to train, develop and pursue a career in Social Work.

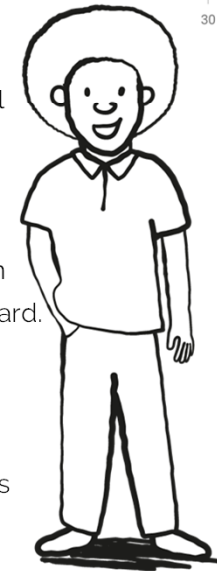
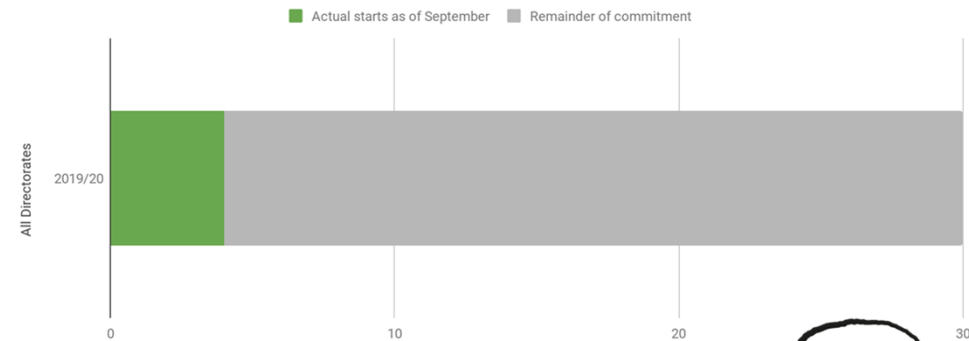
In March 2019, eleven employees successfully started the programme.

Children's Services is working with Greater Manchester Universities to develop a bespoke Apprenticeship Standard for Personal Advisors within the Leaving Care Service. A programme has been developed and it is expected this will be launched in November 2019.

The Directorate has set an apprenticeship target of x for 2019/20 through strategic workforce planning. Children's Services is on course to deliver its target for 19/20 through launch the Children, Young People and Families Practitioner apprenticeship standard. A range of staff engagement and provider engagement sessions have been hosted which has resulted in 29 expressions of interest across Early Help, Early Years, Family and Families First.

The Directorate has established a Workforce Learning & Development Group which tracks apprenticeship uptakes and provides support and challenges.

Apprenticeships



Absence



Absence

9,932 Days Lost

Due to **absence**

840 average FTE, **11.8** days lost per FTE

Service	Total Days Lost (Aug 2018-Jul 2019)	Days lost per FTE (12 months)
Childrens & Education Safeguarding	733	12.2
Children's Locality Teams	1,887	6.6
Commissioning Contracts & Placements	236	16.9
Complex Safeguarding	94	5.2
Early Help	1,821	13.1
Early Years	1,168	15.1
Fostering	1,057	17.9
Permanence Teams	1,595	14.4
Residential Childcare Services	543	18.8
Youth Offending Service	799	21.1
Grand Total	9,932	11.8
Manchester City Council	78,918	12.5

Absence by reason

1 Stress/Depression (34%)

2 Bereavement (11%)

3 Surgery (8%)

Sickness Absence

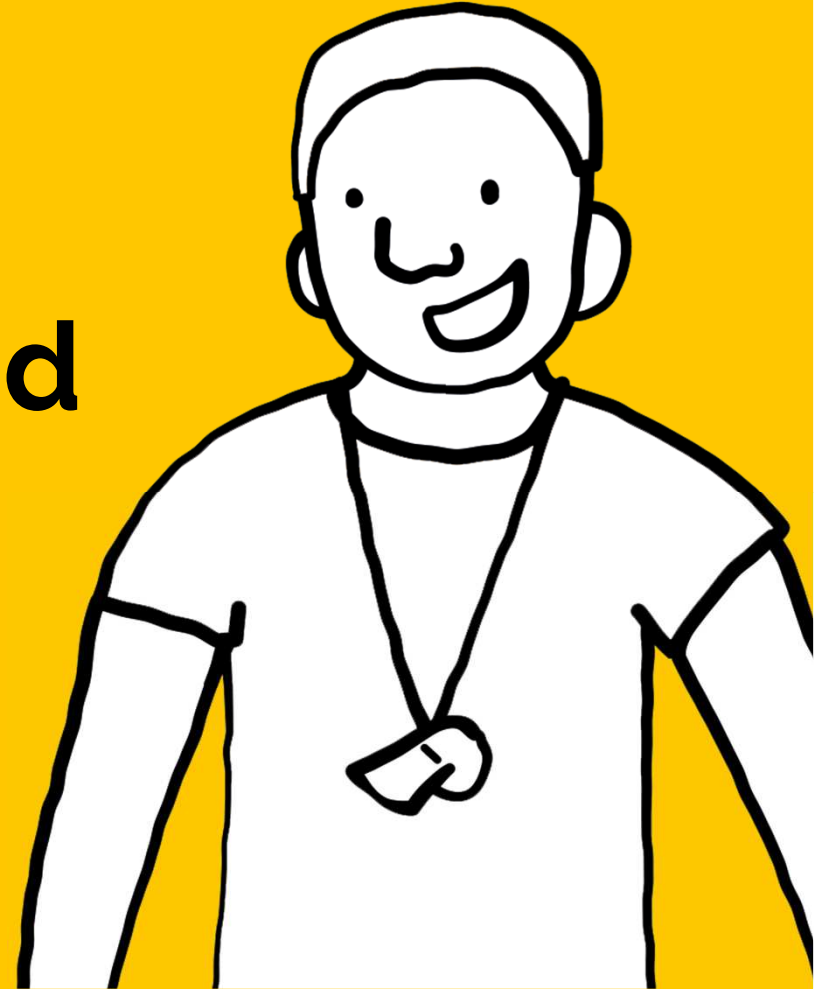
Service	2017/18* Total Days Lost	2018/19* Total Days Lost	2017/18* Days lost per FTE	2018/19* Days lost per FTE	Proportion of directorates days lost 2017/18*	Proportion of directorates days lost 2018/19*	No 1 Reason for absence 2017/18	No 1 Reason for absence 2018/19
Children's & Education Safeguarding	421	733	7.5	12.2	4.3%	7.4%	Stress/Depression	Bereavement
Children's Locality Teams	1,890	1,887	7.5	6.6	19.1%	19.0%	Stress/Depression	Stress/Depression
Commissioning Contracts & Placements	132	236	10.4	16.9	1.3%	2.4%	Stress/Depression	Stress/Depression
Complex Safeguarding	200	94	13.9	5.2	2.0%	0.9%	Chest & Respiratory	Stress/Depression
Early Help	2,414	1,821	16.9	13.1	24.4%	18.3%	Stress/Depression	Stress/Depression
Early Years	394	1,168	4.9	15.1	4.0%	11.8%	Stress/Depression	Stress/Depression
Fostering	1,675	1,057	24.7	17.9	16.9%	10.6%	Stress/Depression	Stress/Depression
Permanence Teams	1,620	1,595	15.4	14.4	16.4%	16.1%	Stress/Depression	Stress/Depression
Residential Childcare Services	568	543	16.1	18.8	5.7%	5.5%	Injury/Fracture	Stress/Depression
Youth Offending Service	580	799	15	21.1	5.9%	8.0%	Stress/Depression	Stress/Depression
Children's Total	9,894	9,932	12.2	11.8			Stress/Depression	Stress/Depression
*August - July								

Children's: work to reduce absence

The Children's Service workforce is our most important resource and our priority is to ensure the workforce is safe, happy, healthy and successful within the workforce. It is therefore a priority for us to reduce absence: absence has reduced in comparison to last year, and is now 5% lower than the Council average. However, it is recognised that absence remains high. A range of support and interventions are in place to achieve this:

- Workforce Assurance Dashboard embedded into the Children's Leadership Team as a performance management tool and absence progression tracked/scrutinised.
- Absence management clinics with services with high levels of absence; aimed at ensuring cases are managed effectively.
- Absence management training sessions for managers: policy and procedure.
- Intensive long-term interventions for the services with the 'highest' absence levels. Additional support from HR to support management teams to understand and respond to the work-based factors that contribute to absence through action plans.
- Recently commissioned a specialist provider to deliver innovative and tailored resilience training aimed at building management capability to better identify, respond and support staff that show signs of stress/depression.
- Continued promotion of the Employee Assistance Programme.
- Full usage of the Occupational Health to better support and respond to our workforce.
- Implementation of the 'Our Ways of Working' principles to support flexible working and work-life balance.

Performance Management and Capability

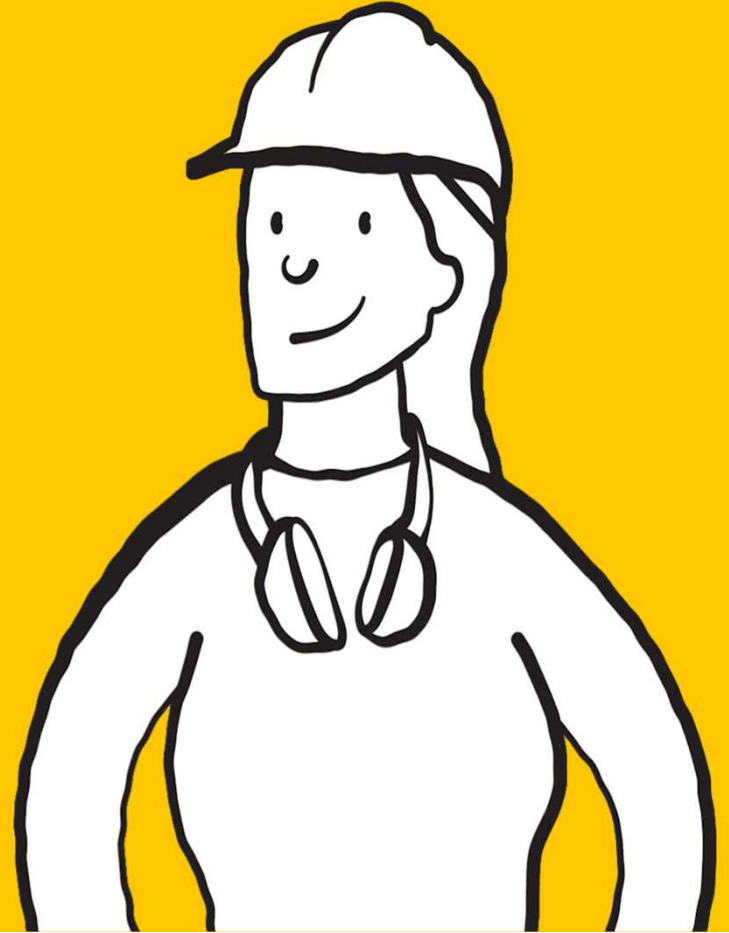


Performance Management

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	Less than 5	Less than 5	9	21
Past 12 months	Less than 5	Less than 5	23	116 of which 7 resulted in an exit from the organisation.

b-Heard



b-Heard

Service	2019 Score	2018 Score	Score Change	Response Percentage 2019	Response Percentage 2018
Early Help	643	620.6	22	51.60%	52.49%
Childrens Safeguarding	621.8	522.8	99	53.23%	31.58%
Youth	617.4	581.4	36	58.82%	70.59%
Permanence	608.4	608.9	-1	43.18%	17.28%
Early Years	603.6	565.9	38	50.59%	51.06%
Children's Locality Team	597.6	603.7	-6	31.10%	22.80%
Fostering & Adoption	597.3	559.6	38	26.95%	21.29%
YOS	542	529.6	12	44.44%	43.59%
Contact Referral & Assessment	0	648.2	-648	20.00%	25.00%
Children's and Education Services	620.4	598.8	22	37.86%	31.16%

b-Heard... what did the survey tell us?

What we've done well...

Accredited as a One To Watch service

Engagement rate increased.

Significant improvement across my manager and wellbeing in Safeguarding

Early Help, Safeguarding and Looked After Children have improved overall and become accredited as One To Watch

Overall, Team Members and Senior Managers are feeling positively engaged.

Significant wellbeing improvements across all roles

Relationships between the managers of team members and senior managers has improved, these groups of staff are reporting that they feel better supported.

Team members and senior managers feel better about their teams, particularly around the support they receive (peer to peer and top to bottom)

Senior managers have better access to training, and feel the job they do helps them to develop and grow.

All groups of staff feel more positive about the deal (£) they receive for the work they undertake

Where we need to improve....

The offer to team managers overall; this group of staff are reporting as disengaged, their view and relationship with/of the organisation, service management, leadership and development has dropped considerably.

Wellbeing across the service has improved however, in comparison with the rest of the organisation the service has more work to do

Children's Social Work Teams have, overall, dropped since last year; particular focus on leadership and management.

Children's Social Work Team no longer accredited as One To Watch

How senior managers feel about their role and the organisation

Overall response rate; particular drive on team members and managers.



b-Heard: how did we respond?

Staff said they wanted more development:

- Launch of the **career progression pathway** to support professional and career progression
- **National Assessment and Accreditation System (NAAS)**. Manchester Children's Services is **leading** the way **nationally** with **70 Social Workers** on the programme.
- ILM Endorsed "**Our Manchester, Our Children, Our Leaders**" programme - all Team Managers either undergoing or completed the programme!
- In March 2019, **11** employees commenced the **Social Work Degree Apprenticeships**. We are one of the first organisations in the Country to run the programme.
- Reviewed and improved the Assessed Supported Year Employment (ASYE) Programme - **100 newly qualified social workers** have undertaken the programme!
- **Our Children's Workforce Shared Learning Page** via Google+: platform to share all learning across the Directorate and connect with other professionals.

b-Heard: how did we respond?

Staff said they wanted more engagement with senior management:

- The Directorate hosts a range of **engagement sessions** including **Managers Forum, Away Days, Service Engagement Events, Directorate Days** which is an opportunity for staff to **engage** with the **Leadership Team**.
- The Council hosts **Listening in Action** which is an **opportunity** for all staff to have a **voice and share their views** with a member of the **Senior Management Team**.

b-Heard: how did we respond?

Staff said they wanted more support with health and wellbeing

- **Delivering specialist training to managers** on health, wellbeing and resilience.
- Implementation of flexible working
- Mindful Monday Sessions @ Etrop Court
- Launch of **Health and Wellbeing strategy**.

*The strategy sets out how the Council wants our people to **feel healthy, connected and energised** enough to act with drive and determination; which means we can deliver our peak performance and **be our best selves**.*

Challenges, Opportunities & Achievements



Children's: Challenges

Manchester is a large, diverse and complex local authority region which has seen a high demand for a children's social care service, a growing school age population; which also includes increased numbers of children with SEND needs, within a complex education system/family of schools.

The significant progress and successes within Children and Education Services since 2014 cannot be understated; with which comes challenges and risk that are largely associated with needs and requests for services continuing to increase. These are summarised as follows;

- Increase in the requests for and provision of a statutory Social Work intervention
- 'In year' school transfers increase (including children with additional learning needs)
- Reduction in the number of our secondary schools judged good or better
- An increase in the number of children receiving school exclusions
- Increased numbers of children with Special Educational Needs (SEND)
- Social Work recruitment and retention.

All of the above must be considered within a national context of:

- Increasing financial pressures within Children's Services (Manchester is no exception)
- A changing regulatory framework which has an increased focus on the quality of social work practice and management oversight and;
- Ensuring the education system is inclusive, delivers good or outstanding schools and meets the needs of all learners.

Children's: Opportunities

Locality Programme Board

The Children's Locality Model Programme will reform Children's Services to deliver **local, place based** services on a **1-3-13** footprint; aligned with Bringing Services Together and Manchester's Multi Agency Safeguarding Arrangements (MMASA).

The aim of the programme is to change the way services are provided to achieve the vision and objectives set out in the Our Manchester, Our Children plan. Changing how services are delivered with partners committing to an **integrated, multi agency** place based teams centred around locality partnerships and understanding and resolving of the specific complexities of each **geographical area**.

The vision for the programme is:

Practitioners **working together** in a **locality**, having **conversations** to agree **effective, right and timely** interventions resulting in **positive change** for our children to have ***safe, happy, healthy and successful lives.***

Children's: Opportunities

Family Safeguarding - Hertfordshire Model

Manchester has recently engaged with the Department for Education to adopt and adapt an evidenced based model from Hertfordshire - Family Safeguarding, building on current progress in Manchester.

Representatives from Hertfordshire met with Strategic Leaders and spent some time in localities and a visit is planned. These discussions were aimed at testing the need, suitability and commitment.

Key components of the Family Safeguarding Model:

- All child protection work delivered by co-located multi-disciplinary teams which includes adult provision with a focus on domestic abuse, substance misuse and mental health
- Motivational Interviewing as unifying practice model
- Locally developed intervention and group work programmes for families
- Group supervision
- Case recording software - reducing bureaucracy and promoting analytical multi-disciplinary recording
- Involves Children's and Adult Services partners in designing everything together

Children's: Opportunities

Integration with MLCO

Our vision is simple: we believe that, by working together, we can help the people of Manchester to:

- Have equal access to health and social care services
- Receive safe, effective and compassionate care, closer to their homes
- Live healthy, independent, fulfilling lives.
- Be part of dynamic, thriving and supportive communities.
- Have the same opportunities and life chances - no matter where they are born or live.

Regional/National Collaborations

- GM Social Work Academy
- GM Care Leavers Trust
- Stirling University - Safe Together

Achievements over the last 12 months

Corporate

Elected members invested £24m into the Directorate to support the delivery of good or better services.

SMT approved for the Directorate to over-recruit to Social Work positions.

Approval of a number of innovations NWD, ACT, and most recent House Project which will see 10 young people supported to adapt and have their own property

Approval to build new Schools.

Approval to renovate a former children's home to become a 'fit for purpose' work space and accomodation for our children and young people

Liquid Logic approval and implementation

Directorate

Delivery of integrated locality working

Launch of Skills for Life

Launch of the Permanence and Inclusion strategies

Directorate Awards: highest number of nominations in the Council

95% of Early Years settings good or better

86% of Schools good or better.

Alonzi House rated outstanding

Leaving Care Service reformed

Launch of the Complex Safeguarding Hub

Workforce

Sustained reduction in agency working

Improved retention and reduction in turnover

Reduced caseloads

Our most recent social worker "health check" indicated that 93.6% of social workers in the service felt that the work was matched to their skills, abilities and interests.

Career pathway & Workforce development strategy

Launch of the Social Work apprenticeship

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee –
15 October 2019

Subject: Mpeople update: Redeployment

Report of: Head of HR Operations

Summary

The purpose of this report is to provide Members with an overview of the refreshed approach to the Council's approach to supporting staff to identify alternative roles within the organisation when displaced through either organisational structure changes or for medical reasons. This forms part of the organisations m people approach.

Recommendations

The Committee is asked to note and comment on the report

Wards Affected: N/A

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Background documents (available for public inspection):

- Personnel Committee Report 24/11/2010
- Report of the Joint Secretaries to the Local Joint Consultative Committee for Employees within the purview of the NJC for Local Government Services – 23 November 2010

1. Summary

- 1.1. The purpose of this report is to restate the *mpeople* principles adopted in 2010 via the *mpeople* framework, describe the work that has been undertaken to review how the approach is working, and an update on progress to date in improving the approach for redeployees, medical redeployees and managers.

2.0 Background and Overview

- 2.1 The *mpeople* approach was developed jointly with the Trade Unions and agreed by Personnel Committee in November 2010 (the *mpeople* Framework Agreement). The strategy was based on a principle of investment in the skills and deployment of the existing workforce to meet personal aspirations in return for flexibility of movement aligned to organisational need, founded on the following principles:

- **Concentration on developing our existing workforce** – external recruitment will be exceptional and only by corporate agreement
- **Pace** – the process has to have people moving around the organisation positively and quickly
- **Progression paths** must be clear from entry level jobs to senior positions and by recruiting at entry level help to reduce worklessness – fulfilling our commitment to prioritise employing young people and Manchester residents.
- **Evidence based** – a strong body of intelligence of the skills we have now and the skills we will need from the target operating models. This will enable movement of staff to be planned based on knowledge of where the surpluses and the shortage of skills are going to be and when.
- **Creating demand for movement** – through effectively moving people to new roles creating spaces for others to move into, through appropriate use of Voluntary Early Retirement and Severance (within existing rules) and through restricting external recruitment including temporary and interim appointments.
- **Managers dealing effectively with poor performance** so that poor performance is addressed at source, not restructured out to another part of the Council.
- **Pull not push** – the purpose of *mpeople* will be to enable services to pull in people with the skills needed rather than push away people not required.
- **Incentive based** – Strategic Directors and Heads of Service are accountable for the delivery of the improvement and efficiencies within their business plans and target operating models. The *mpeople* process will be the primary means by which they can draw in the skills they need and move people within the organisation. This will encourage positive and reciprocal behaviour allowing people to move positively between services.
- All staff on ***mpeople* pathways**. A pathway is a way of describing the journey an employee is on e.g. matched to a new role in a new structure, on a supported placement with a view to a permanent move, or a full time training programme to change career direction.

2.2 In addition to the principles, the operational arrangements set out in the mpeople agreement are very specific, with very clear routes “in” to mpeople:

- **Medical movers** - those staff who, due to a medical condition were unable to continue to carry out their substantive role.
- **Opt ins** - where staff opt for a voluntary move to roles or placements which would match their skills set, provide development or meet organisational need
- **Reach out** - staff with required skill or experience would be reached out to in order to meet organisational needs.
- **Service redesign** - all staff within the scope of a redesign would become part of mpeople and staff who do not secure a role (referred to as “employees”) at the end of the process will continue to be matched via mpeople.

3.0 Review

3.1 Whilst mpeople had been crucial in enabling Manchester to meet unprecedented financial challenges, managing a reduction of over 4,000 posts (40% of the workforce) without resorting to compulsory redundancies, in practice due to the impact of the budget, the approach had to focus more heavily on achieving workforce savings than on staff development.

3.2 Although the processes and systems to support mpeople had not been reviewed since 2010 the financial and organisational landscape had shifted quite drastically and much of the infrastructure to support the delivery of mpeople were no longer in place. In addition, the strategic context including the Our Manchester strategy and approach and Our People strategy were not reflected in the approach.

3.3. In September 2017 a review of mpeople commenced, undertaken jointly by HROD and the Trade Unions which included a review of the principles, the systems and processes in place for staff and managers, and through engagement with staff and managers who had recent experience of mpeople. The review initially focused on the redeployment aspects of the policy (staff who become displaced due to a service redesign or who are no longer able to do their jobs owing to medical conditions).

3.4 The ambition of the review was to move away from the rhetoric of workforce reductions and develop a new narrative and brand for mpeople as a positive tool for the proactive development of our workforce in the context of Our People Strategy and embedded in the behaviours of Our Manchester approach.

3.5 Whilst it was agreed that overall the original principles and routes into mpeople remained relevant, it was felt the operational arrangements in place were no longer fit for purpose. The range of issues identified included:

- The infrastructure previously in place to support the management of mpeople had significantly reduced, including the disestablishment of the dedicated mpeople team within HROD and as a result the approach had lost its drive.
- Staff and managers felt disconnected from the process and staff in particular felt a lack of control.
- There was broad agreement from all parties that mpeople had become more like a traditional redeployment approach and the focus on development had been lost.
- Many staff were confused by the process and often their expectations were not being managed.
- Managers felt there was a lack of pace which was backed up by the data available which showed a number of staff had been without portfolio for over 12 months.

4.0 Refreshed approach - redeployment:

4.1 Through a series of workshops and engagement events a revised approach was developed and launched in September 2018. At the heart of the refresh is a sense of ownership, control and accountability for employees involved and in return a commitment to ongoing support and access to development from managers and HROD.

4.2 The process involves ongoing dialogue between all parties and development is discussed and identified from the very first meeting with staff. Key features of the revised approach include:

- Benefit of an intensive 12 week “matching” period for redeployees and medical redeployees, during which both the organisation and employees work together to find an alternative post.
- Roles and responsibilities are set out at an initial engagement meeting, which includes identification of the employees existing and potential skills.
- Relevant training and development is identified jointly with the employee, HR and the manager to support the job search period.
- All staff are encouraged to go on the Our Manchester Experience and attend a Listening in Action event to get a broader understanding of the organisation.
- Staff can be accompanied to all meetings by their Trade Union representative to provide additional support.
- Staff are made aware of the types of roles they will be matched to based on their skills to better manage their expectations
- Job shadowing or informal visits can be arranged so the employee can better understand the roles they are likely to be matched to and/or are interested in.

4.3 In order to ensure staff are better supported through the process HROD have established additional dedicated resource for mpeople and in addition the team are working much more closely both with internal teams and external partners to strengthen our offer. The team work as a matter of course with the

internal Equality, Diversity and Inclusion Team and Health and Safety Team to enable all avenues of support to be explored from the outset. HROD also regularly engage with Manchester's Adult Education Service who offer basic ICT skills training to staff to improve their chances of identifying a new role.

- 4.4 In addition HROD have extended their external network to ensure staff are getting the best support available, partners the team are working with include:
- **Remploy** - providing non clinical support around mental health and disability in the workplace. Employees can benefit from counselling and support to assist them in both their work and home life balance.
 - **Breakthrough UK** - Supporting employees through providing assessments but also supporting the wider HR team to strengthen their advice on reasonable adjustments.
 - **BKSB** (Basic and Key Skill Builder) a diagnostic assessment of english and maths skills in line with the Councils requirement for the workforce to be trained to Level 2 standard.
 - **REED agency staffing service** - as part of the Social Value element of the agency contract with Reed recruitment, the agency offers bitesize interview training for displaced staff to support them with future job interviews in the Council.

- 4.5 Working closely with partners has allowed greater focus on how staff can be supported in their current contractual role rather than having to move and has therefore had the effect of decreasing the number of medical redeployees overall.

5.0 Progress to date

- 5.1 Since the introduction of the refreshed approach to mpeople there have been significant improvements in the timescales to place the numbers of redeployees overall through effective monitoring and providing additional support to staff in their roles and in the overall experience for staff and managers involved. Key achievements include:

- In the calendar year prior to the new approach going alive there were 99 redeployees (48 redeployees and 51 medical redeployees).
- Compared with the first 12 months of the new process going live there were 94 redeployees in total (51 redeployees and 44 medical redeployees), with an average of 15 weeks to match staff into a new role.
- Currently there are 8 redeployees and 5 medical redeployees seeking an alternative role via the mpeople process.

- 5.2 In order to maintain focus and pace, there is a monthly meeting with the mpeople team to consider all live cases and to consider options to progress and cases are captured on the Workforce Assurance Dashboards and discussed on a monthly basis with Directorate Management Teams.

Appendix 4 sets out a selection of case studies to highlight some of the positive outcomes achieved over the last 12 months

Current Position by Directorate

- 5.3 As at 30 September 2019 there are 8 redeployee cases split across Adult Social Care (2), Children's Services (4), Neighbourhoods (1) and Growth & Development (1)

As at 30 September 2019 there are 5 live medical mover cases split across Adult Social Care (4) and Children's Services (1).

- 5.4 An evaluation process is currently being developed so staff can feedback on how they have found the experience to inform future developments. Based on informal feedback from staff, managers and Trade Unions all parties feel the process is now much more supportive, transparent and positive.

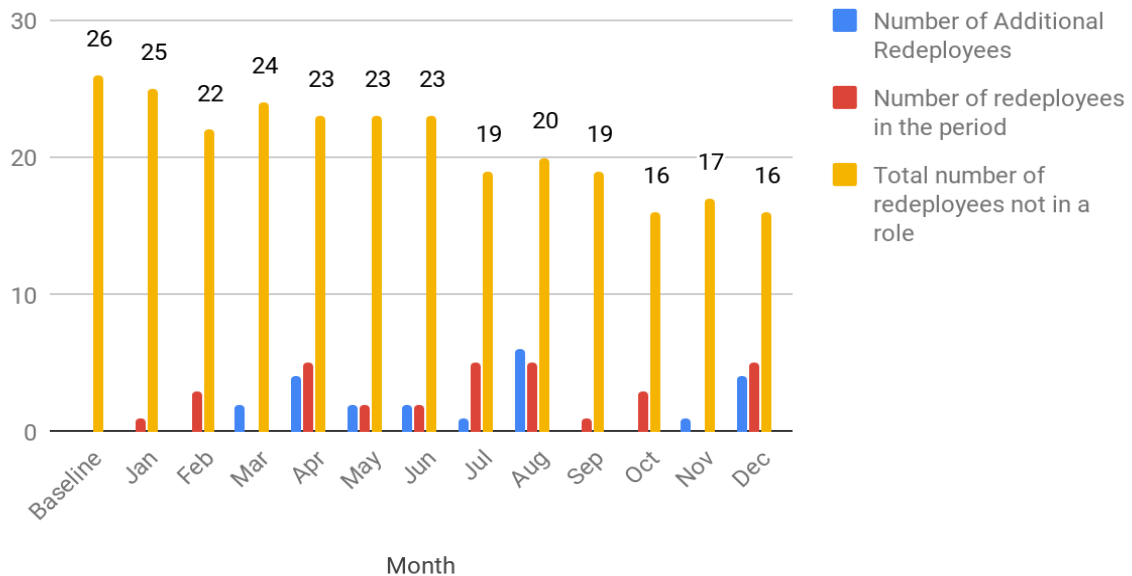
6.0 Next Steps

- 6.1 The next phase of the mpeople review is to develop a more strategic approach to the development of our internal workforce, using current recruitment and retention data, as well as planning for skills required for the future to devise development programmes for internal staff to meet future needs. This will form an integral part of the next phase of delivery of the Council's Our People Strategy and the development of an overall approach to talent management and succession planning.
- 6.2 The HROD offer will expand support around strategic workforce planning and work with services to develop specific campaigns (Appendix 5 and 6) which will then be made available to all staff across the organisation to register and interest in, developing information days, taster sessions and ultimately assessments in order to create a pool of staff ready to move into service areas. The broad outline of a career campaign has been agreed and work is underway to identify the most appropriate service to target.

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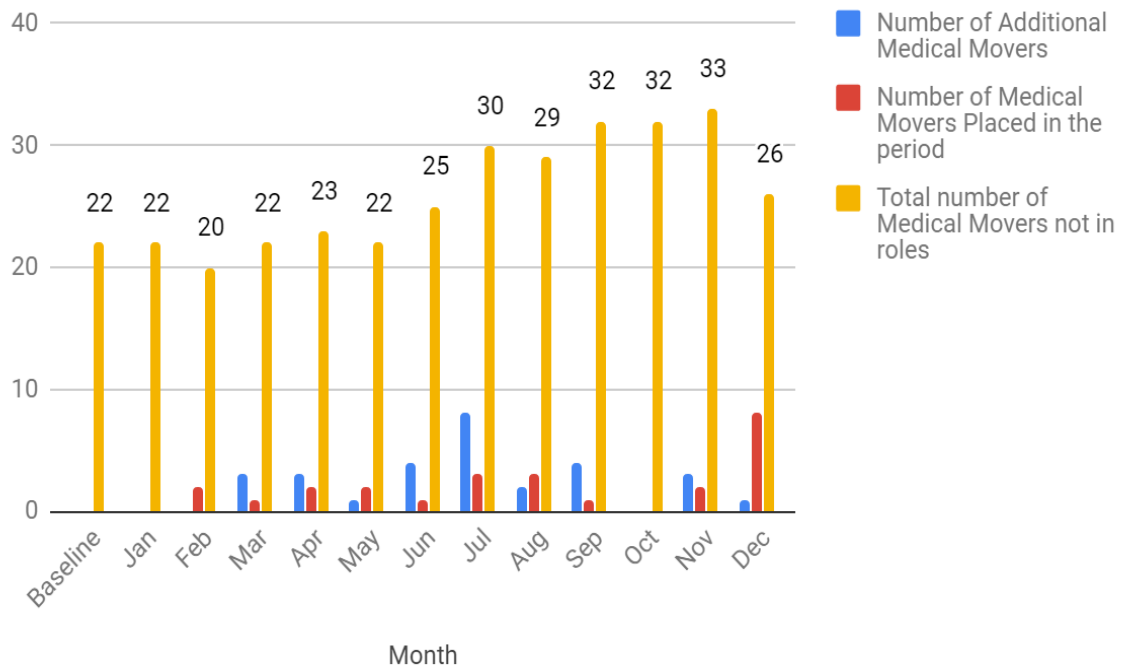
Appendix 1 - Mpeople Activity (Redeployees and Medical Movers) Jan 2017- Dec 2017

Redeployees activity (Jan 2017-Dec 2017)



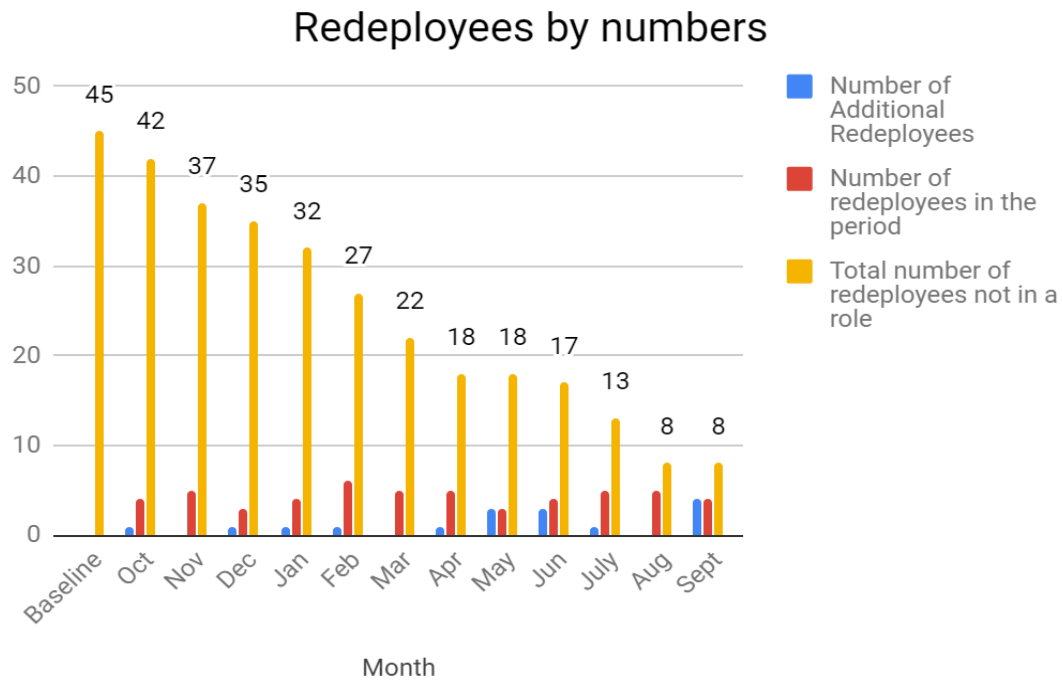
Month	Number of additional redeployees	Number of redeployees placed Jan - Dec 2017	Total number of redeployees not in roles
Baseline	26		
Jan	0	1	25
Feb	0	3	22
Mar	2	0	24
Apr	4	5	23
May	2	2	23
Jun	2	2	23
Jul	1	5	19
Aug	6	5	20
Sep	0	1	19
Oct	0	3	16
Nov	1	0	17
Dec	4	5	16
Total	48	32	

Medical Movers activity (Jan 2017 - Dec 2017)



Month	Number of Additional Medical Movers	Number of Medical Movers Placed in the period	Total number of Medical Movers not in roles
Baseline	22		
Jan	0	0	22
Feb	0	2	20
Mar	3	1	22
Apr	3	2	23
May	1	2	22
Jun	4	1	25
Jul	8	3	30
Aug	2	3	29
Sep	4	1	32
Oct	0	0	32
Nov	3	2	33
Dec	1	8	26
Total	51	25	

Appendix 2: Redeployee activity Sept 2018 - Sept 2019



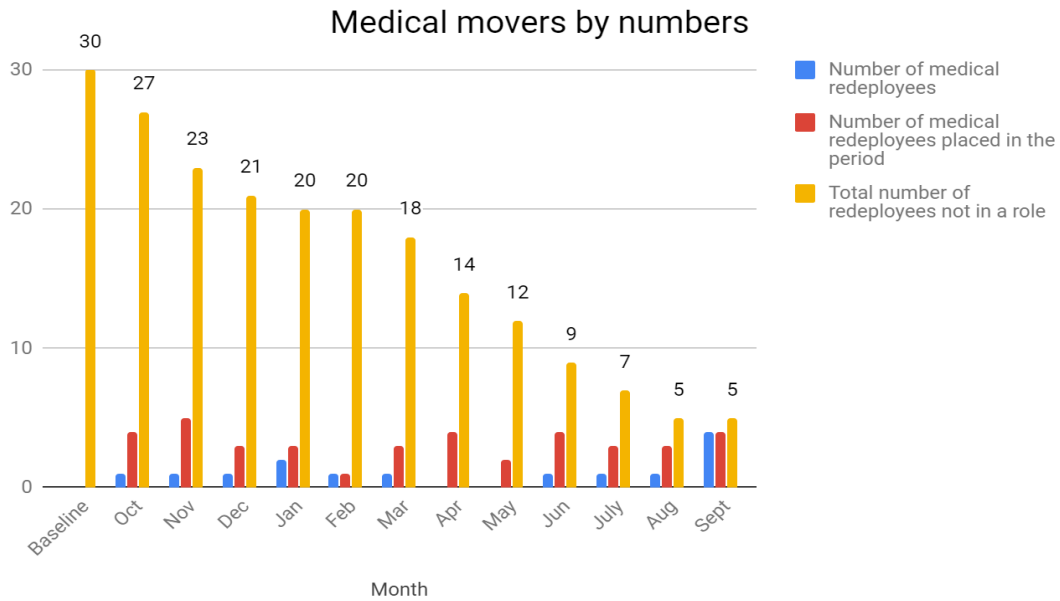
Month	Number of Additional Redeployees	Number of redeployees placed in the period	Total number of redeployees not in a role
Baseline	45		
Oct	1	4	42
Nov	0	5	37
Dec	1	3	35
Jan	1	4	32
Feb	1	6	27
Mar	0	5	22
Apr	1	5	18
May	3	3	18
Jun	3	4	17
July	1	5	13
Aug	0	5	8
Sept	4	4	8
Total	16	53	

Medical Mover activity Sept 2018 - 2019

Baseline number of **medical redeployees** at start period: 30

Number of additional medical redeployees during Sept 2018 - 2019: 14

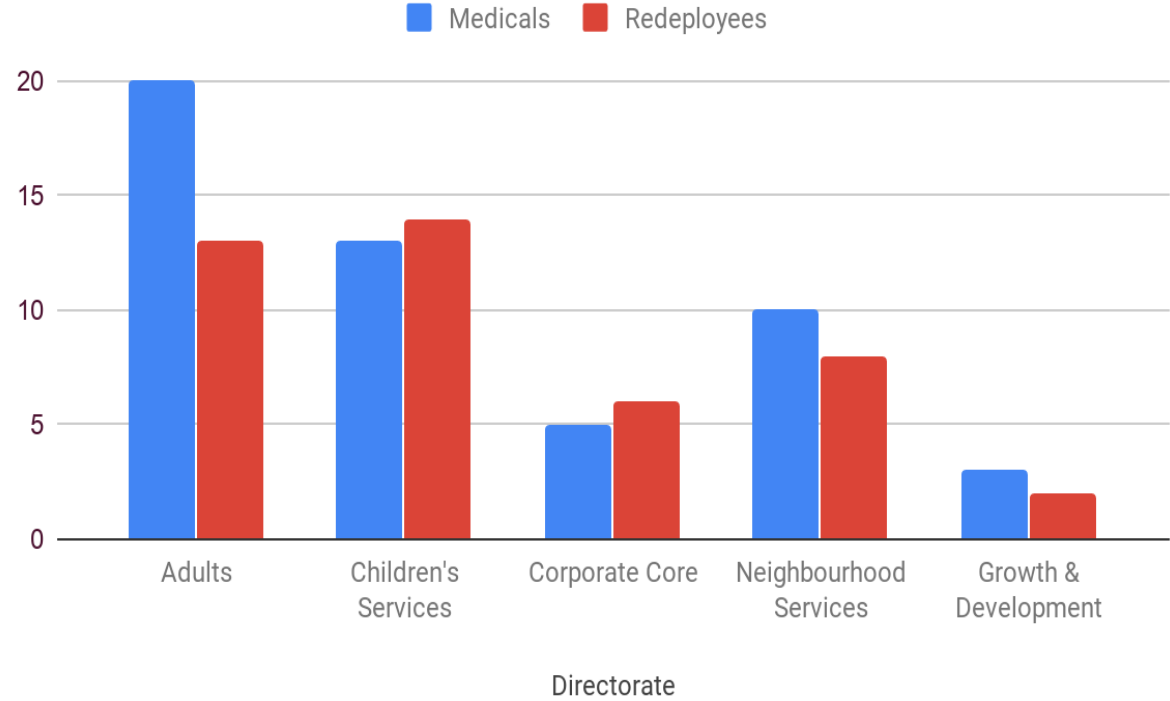
Current number of live cases: 5



Month	Number of medical redeployees	Number of medical redeployees placed in the period	Total number of redeployees not in a role
Baseline	30		
Oct	1	4	27
Nov	1	5	23
Dec	1	3	21
Jan	2	3	20
Feb	1	1	20
Mar	1	3	18
Apr	0	4	14
May	0	2	12
Jun	1	4	9
July	1	3	7
Aug	1	3	5
Sept	4	4	5
Total	14	39	

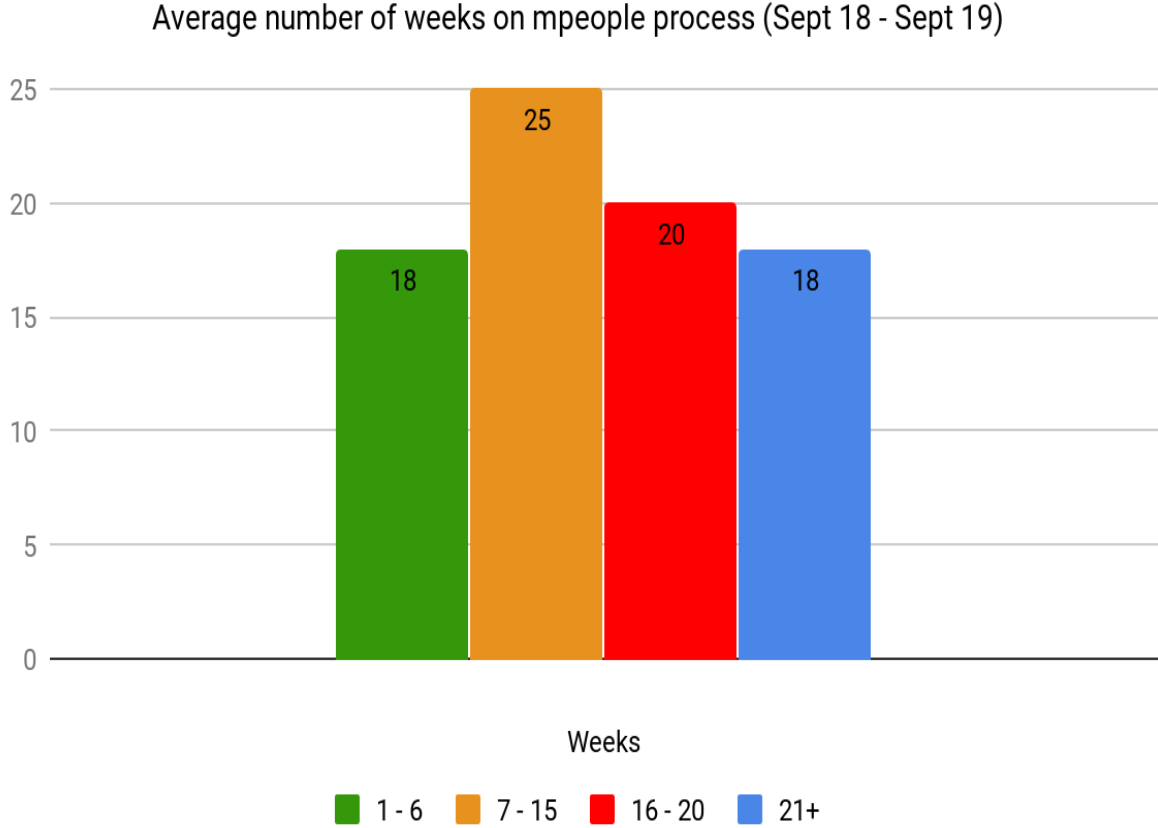
Total numbers by Directorate - Sept 2018 - Sept 2019

Medicals and Redeployees



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Appendix 3: Average number of weeks on mpeople process September 2018-August 2018



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Appendix 4 - Case Studies

Case Study 1 - Redeployment of medical redeployee

Employee A previously worked within Children's Services working as an Administrative Assistant and was referred to mpeople following an Occupational Health report stating they could no longer fulfill their substantive role. The employee had significant health conditions involving both upper and lower limbs, which were also impacting on the employee's general wellbeing.

The mpeople team worked closely with this employee providing support, advice and guidance and through ongoing conversations together with the employee, compiled a list of what the employee can do in order to better inform the types of roles they would be suitable for and an appropriate training and development plan to support their job search.

Through the coaching, support and encouragement provided by the mpeople team this employee was successful in securing a new, funded role that enabled them to move to a new field of work which helped them manage their health condition and remain in work. Feedback from the employee on the support they received throughout the mpeople process and beyond has been very positive.

Case Study 2 - Supporting employees with mental health conditions through mpeople

Employee B was referred to the m people team as a medical mover as they were no longer able to fulfill their role as an adult social care Support Worker as the role was severely impacting their anxiety.

The employees anxiety had such an effect the employee had specific issues about becoming overwhelmed with larger groups of people but in addition felt very anxious about leaving their service and even the geographical area they were working in.

Whilst the first few engagements were difficult, through having very honest conversations with the employee about the types of roles available, whilst helping build their confidence through the development of their m people baseline which showcased all the skills they had, slowly the employee began to become less anxious about the process. The team helped the employee get support from Access to Work which reduced his anxiety about travelling across the City.

When a role was identified which was a good skills match but in a larger open plan office, the m people team worked with the service to be able to identify a "quiet space" for the employee should they start to feel overwhelmed.

The employee attended the interview and ended up being appointed to a role which was a grade higher than their substantive role. The employee has remained in the role for over 12 months and is really happy and settled.

Case Study 3 - Added Value

Supporting the MEARS Group

Following a TUPE dispute during the re-tendering of the Manchester City Council public works contract, 13 staff previously employed by Manchester Working Limited were effectively left out of a job with no redundancy payment.

Although these staff were not Council employees, given the circumstances this group of individuals find themselves in, the Council provided the affected group with support led by the m people team to help them obtain a role elsewhere, including opportunities within the Council. Support provided included:

- Affected staff brought into an engagement meeting led by representatives from the m people team and the Work and Skills service and Reed recruitment agency
- The group were effectively “matched” based on their skills to roles available within the Council with a guaranteed interview
- Staff were provided with information on claiming benefits
- Reed signed any interested workers on the spot for temporary opportunities
- Every person was given an m people lead who would be their link over the coming weeks
- The mpeople team maintained regular contact with all of the workers to provide updates on activity and progress of any job matches, including support from a wellbeing perspective.

This targeted recruitment was very successful with all 13 workers securing new employment; 6 secured a role within the Council and 7 were successful in securing alternative employment via other employers.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee –
15 October 2019

Subject: Overview of Council vacancies

Report of: Head of HR Operations

Summary

Further to a request at the July meeting of Resources and Governance Overview and Scrutiny Committee, Members requested detailed information on current vacancy levels. This report provides an overview of current vacancies across the Council, whether the posts are being actively recruited to and how long posts have been vacant for.

Recommendations

The Committee is asked to note and comment on the report

Wards Affected: N/A

Contact Officers:

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Background documents (available for public inspection):

None

1. Background

As part of the regular budget monitoring process detailed analysis of the overall workforce budgets is undertaken in order to determine the forecast mainstream financial position of the Council overall. In addition HROD review vacancies across the organisation on a monthly basis working with both Heads of Service and Finance colleagues.

In line with City Council revenue budget guidance and in order to ensure consistency there is specific guidance on how services should establish staffing budgets, this includes ensuring all approved posts are budgeted for at the top of grade, and include associated on costs such as national insurance and pension contributions. In recognition of both natural staff turnover and the fact that not all staff are at the top of the grade a vacancy factor is applied to staffing budgets, this is usually 2.5% of the overall staffing budget and is applied service by service.

At July's Resources and Governance Overview and Scrutiny Committee Members requested detailed information on current vacancy levels and queried whether posts were in effect being "held" in some services. This report sets out current vacancies on the structure, whether the posts are being actively recruited to and how long posts have been vacant for.

2. Overview

There are currently 673.8 FTE showing as vacant on Manchester's establishment however a large proportion of these posts are currently out for recruitment (48%) or held pending redesign (24%) with only 160 "true" vacancies across the organisation. It is worth noting of the "true" vacancies 56.7fte are mainstream funded and 103.3fte are income/grant funded. The detail of 160 true vacancies is shown in appendix 1.

Recruitment activity remains high across the organisation and it is worth noting there is circa 95 appointments made each month (including internal and external appointments) against a monthly turnover rate of 0.6% (c90 fte). The detail set out below is based on July's data and whilst the overall picture will change it is worth noting that 55% of these vacancies have been vacant for more than 6 months 38% for more than 12 months.

Directorate	Grand Total	Held for Redesign	Out to Recruitment	True Vacancy
Adults' Services	150.3	10.0	130.3	10.0
Chief Executives	38.9	23.4	15.5	0.0
Childrens & Education	138.9	52.3	85.6	1.0
Corporate Services	125.5	24.7	75.8	25.0
Growth and Development	77.0	7.0	6.0	64.0
Neighbourhoods	143.2	43.0	40.2	60.0
Grand Total	673.8	160.4	353.5	160.0

Table 1 Overview of vacancies:

3. Posts held for review:

There are currently 161.4 FTE posts being temporarily held by Directorates pending review/redesign which are summarised by Directorate below. All reviews will be completed within the next 3 months.

Adult Social Care 10 FTE:

- Adult Social Care Senior Structure review - 2 FTE being held pending the forthcoming redesign.
- Learning Disability Commissioning - 1 FTE post was being held subject to discussions on redesignation.
- Public Health - 3 FTE posts are held as part of the Public Health review, which is separate from the MHCC Phase 2 review. Proposals are still being drawn up with regards to this and a decision about proceeding is expected to be made in October.
- Business Support - 4 FTE held pending review of impact of Liquid Logic and review of support to Integrated Neighbourhood Teams. This review is expected to be finalised by December, at which time a redesign will proceed or the roles will be recruited to.

Children's: 52.3 FTE:

There are 52.3 FTE positions held for service redesign in Children's & Educations. The service redesigns are listed below and HROD is actively support management in all cases:

- 44.6 FTE x Access & Sufficiency Redesign - This is a service redesign of the Home to School Transport and Statutory Assessment Services. This is a transformational project which will both better protect our employees and better service our children through the introduction of new technology and enhance management arrangements. It is likely this will be complete by December.
- A further 7.7 FTE (5 FTE x Placement Stability Officers, 0.7 FTE Early Years Access posts, 1 FTE x Information Governance Teams, 1 FTE x Safeguarding Board) are being held while capacity is reviewed within their respective service areas. This work will be completed by December.

Chief Executives 23.4 FTE:

- 2 FTE for Coroners and Registrars with review currently underway and is likely to be completed by the end of the financial year.
- 21.4 FTE are held in Legal Services. The service has recently reviewed all vacancies and are working with HR to address recruitment and retention issues within the service. A new recruitment campaign will be launched by the end of October to recruit to all posts, as part of the agreed recruitment strategy.

Corporate Services 24.7 FTE:

- 5 FTE in Parking Redesign which is likely to conclude early 2020
- 4.7 FTE in Shared Service Centre linked to review of capacity and succession planning.

- 8 FTE held for Audit and Risk Management - structural proposals are currently being developed jointly with Manchester and Bolton supported by HR.
- 7 FTE Held for Data Governance which will commence November 2019. Proposed changes had been agreed, however due to further staff changes there is a need to review these again.

Growth and Development 7 FTE:

- 7 FTE considered are being held whilst consideration is given to how the services are best configured in the future.

Neighbourhoods 43 FTE:

- 21 FTE in Parks, Leisure, Youth and Events held for the Parks service redesign. The full structure has had full approval and consultation with Staff and Trade Unions has now been concluded. Final structure documents have been issued to staff and recruitment is now getting underway. Interviews will start on 23rd September and be concluded within four weeks. Recruitment is ongoing with the next interviews taking place week commencing 23rd September and will be concluded within the next four weeks with the structure going live in mid October.
- 22 FTE posts within Highways have been held pending completion of the service review. The structural approvals were approved w/c 9th September and following a formal consultation period with staff and Trade Unions recruitment to the posts should conclude by the end of October.

4. True Vacancies:

There are currently 160 posts which are funded and vacant across the organisation but not currently being recruited to (see Appendix 1). 103.3 of these posts are grant or income funded and the remaining 56.7 are. 55% of the posts have been vacant for more than 6 months and 38% have been vacant for more than 12 months:

Length of Vacancies

Directorate	0-3 months	4-6 months	7-12 months	Over 1 year	Grand Total
Adults' Services	2.0	2.0	1.0	5.0	10.0
Chief Executives	0	0	0	0	0
Childrens & Education	0	0	0	1.0	1.0
Corporate Services	6.0	4.0	2.0	13.0	25.0
Growth and Development	19.7	11.3	9.2	23.8	64.0
Neighbourhoods	20.6	7.1	14.8	17.5	60.0
Grand Total	48.4	24.4	27.0	60.2	160.0

The position in each Directorate is summarised below:

Adults 10 FTE:

- Day Services 8 FTE vacancies; 2 Wellbeing Officers at Grade 4 and 6 Assistant Wellbeing Officers at Grade 2. These vacancies are utilised in order to meet increased demands of citizens. The service is pursuing apprenticeships for Care Leavers who are currently on placement with them. The intention is to commence recruitment to the vacancies within the next 8 weeks as demand for the service has recently increased.
- There is 1 Grade 7 Team Leader role within the Housing Management Team that has been vacant since June 2019 and was subject to potential TUPE arrangements. This is no longer the situation. The service is considering options for this post.
- 1 vacancy within MHCC for a G7 Performance Quality and Improvement Officer. This has been held during the consultation period of Phase 2 of the MHCC review, and will be advertised by the end of September.

Six of these vacant posts have been vacant for more than 6 months however the majority of these will be recruited to imminently.

Children's 1 FTE:

- Head of Locality - this position is within Children's Locality Social Work Team and is covered by a consultant. This post has been vacant for more than 12 months however the Service have tried to fill this post previously and been unsuccessful. The intention is to engage an Executive Search partner.

Chief Executives 0

Corporate Services 25 FTE:

- 16 FTE in Capital Programmes, the service is continually looking to recruit the required disciplines to the team but due to market forces this has been unsuccessful. In order to ensure delivery of the capital programme a number of short term consultants are used as and when required with costs being funded from vacant positions and fee income. There is a recruitment and succession plan for the services which is monitored via Commercial Board
- 1 FTE in Procurement
- 3 FTE in ICT, which the service are progressing to recruitment
- 5 FTE in Financial Management which are currently being reviewed by the Service.

15 of these vacancies have been vacant for more than 12 months:

- 11 are within Capital Programmes with the majority of these posts being filled by consultants. The service is committed to reduce the number of consultants within the service and has seen a reduction from 22 over the last 12 months.
- 3 are within ICT which have recently been reviewed and recruitment is being progressed.
- 1 within Financial Management which is progressing to recruitment imminently.

Growth and Development 64 FTE:

- 1 FTE in City Centre Growth and Regeneration to be deleted
- 2 FTE in Housing and Residential Growth will be filled as part of a wider increase to its establishment by the end of the year
- 2 FTE in Corporate Estates currently being reviewed by the Head of Service.
- 13.5 are in Facilities Management and are recruited to according to service demand.
- In addition there are 45.5 FTE positions that are income generated or grant funded across FM, Planning, Licencing and Building Control and MAES which will be recruited to in line with service demand.

Neighbourhoods 60fte:

- 6 FTE vacancies in Grounds maintenance. The higher grades (Grade 6/7) posts are to be recruited to imminently. The Grade 3/4/5 posts are currently being reviewed and the plan is to convert the lower grades into apprenticeships and for the service to reach out to Grade 4 and Grade 5 staff in order to allow development opportunities.
- Libraries, Galleries and Culture - there are currently 7.7 FTE true vacancies consisting mainly of Neighbourhood Delivery Assistants and Gallery Assistants. The Neighbourhood Delivery Assistant roles are mostly part time and restricted to specific locations within the city which can result in high turnover. The service regularly report vacancies on a monthly basis and are often involved in ongoing recruitment activities to backfill for vacancies. The Galleries Service staffing is often based on numbers of hours rather than FTE's and the service are currently liaising with Finance in order to understand the overall number of available hours in order to determine the level of existing vacancies.
- Directorate Support 1fte will be recruited to imminently
- Highways have 1 FTE to be recruited to imminently.
- In addition there are 44.4 FTE income generated or grant funded posts across the structure including Manchester Fayre, Manchester Markets, Libraries which will be recruited to in line with service demand.

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

Meeting 2 – 10:00am 15 October 2019, Council Antechamber, Level 2, Town Hall Extension Deadline for reports: Friday 4 October 2019				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Children's Services HR Plan	To receive a report on the Children's Services (excluding Education) Department HR plan	Cllr Bridges (Executive Member for Children and Schools)	Helen Grantham (Interim Director of HROD) Shawna Gleeson (Head of HR Operations) Paul Marshall (Strategic Director Children and Families)	
The Council's redeployment process/M People	To receive a report on the Council's redeployment process and M People service	Cllr Ollerhead (Executive Member)	Helen Grantham (Interim Director of	

		for Finance and HR)	HROD) Sam McVaigh (Head of Workforce Strategy) Shawna Gleeson (Head of HR Operations)	
Council vacancies	To receive a report on the number of vacancies that currently exist across Council departments and the steps that are being taken to fill these positions	Cllr Ollerhead (Executive Member for Finance and HR)	Helen Grantham (Interim Director of HROD) Sam McVaigh (Head of Workforce Strategy) Shawna Gleeson (Head of HR Operations)	
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
Outcomes of the BAME review	To receive a report on the Outcome of the independent BAME review	Cllr Ollerhead (Exec Member for Finance and HR)	Helen Grantham (Interim Director of HROD) Sam McVaigh (Head of Workforce Strategy)	
Highways Work Force	To receive a further presentation (or report) on the Highways Departments work force, to include:- <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 	Cllr Stogia (Executive Members for Highways, Planning and Transport)	Steve Robinson (Director of Operations)	See 21 Feb 2019 minutes

	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.			
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
Our Ways of Working	To receive an update report at an appropriate time	Cllr	Helen	

<p>– update</p>	<p>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>Ollerhead (Executive Member for Finance and Human Resources)</p>	<p>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>