

Adults Workforce

Presentation to Resources Scrutiny Committee

Bernie Enright: Executive Director of Adult Social Services



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Adults - We Value our Workforce

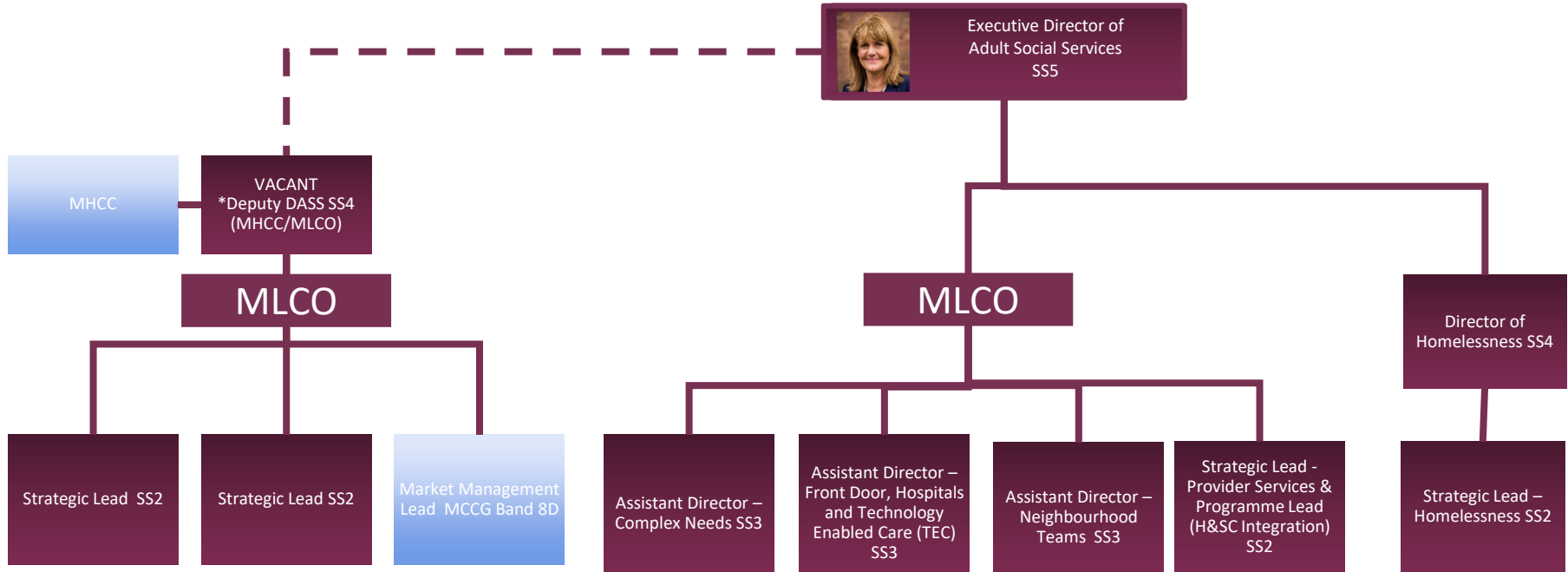
What we have developed so far:

- 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



*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



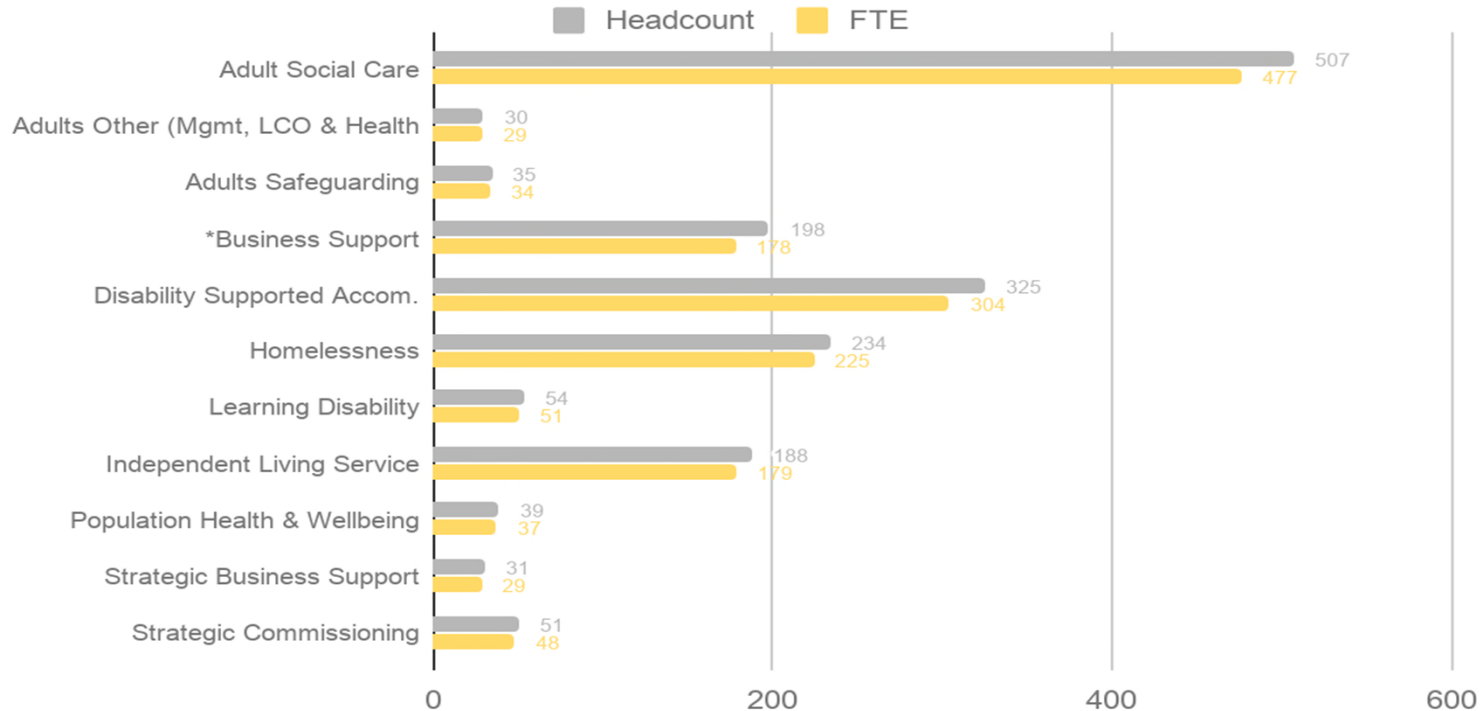
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Adults - Workforce Profile

Total Headcount: 1,692

Total FTE: 1,591

Adults' Services - 2018/19 June 2019

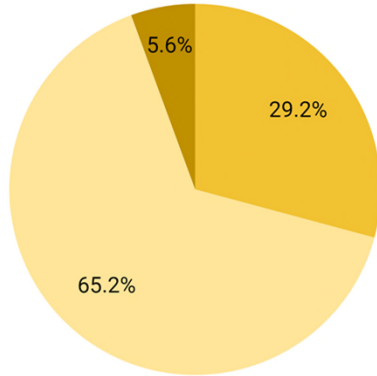


*Business Support covers all Children's and Adults Services

Adults - Workforce Profile

Ethnic Origin

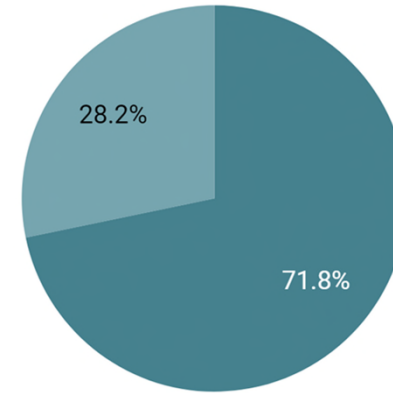
- BAME
- White British
- Undisclosed



Comparatively 24.2 of the Council's workforce are BAME

Gender

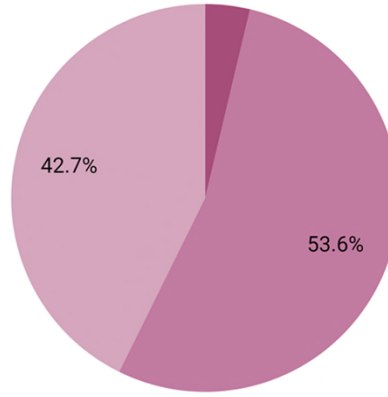
- Female
- Male



Comparatively 66.9% of the Council's workforce are female

Sexuality

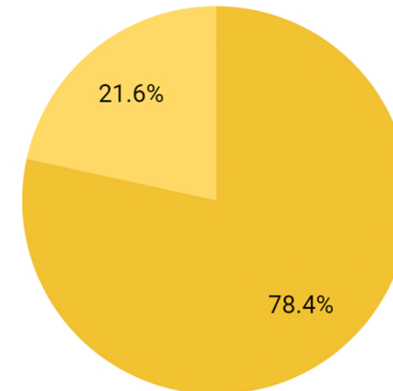
- LGBT*
- Heterosexual
- Not disclosed



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

Adults Contract Types

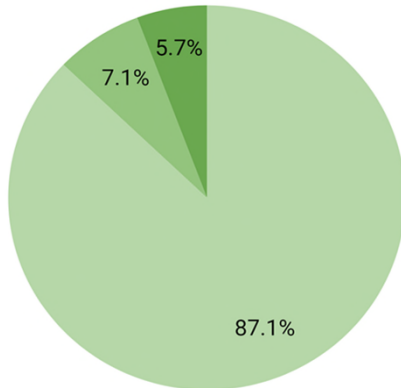
- FT
- PT



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

Disability

- No
- Undisclosed
- Yes

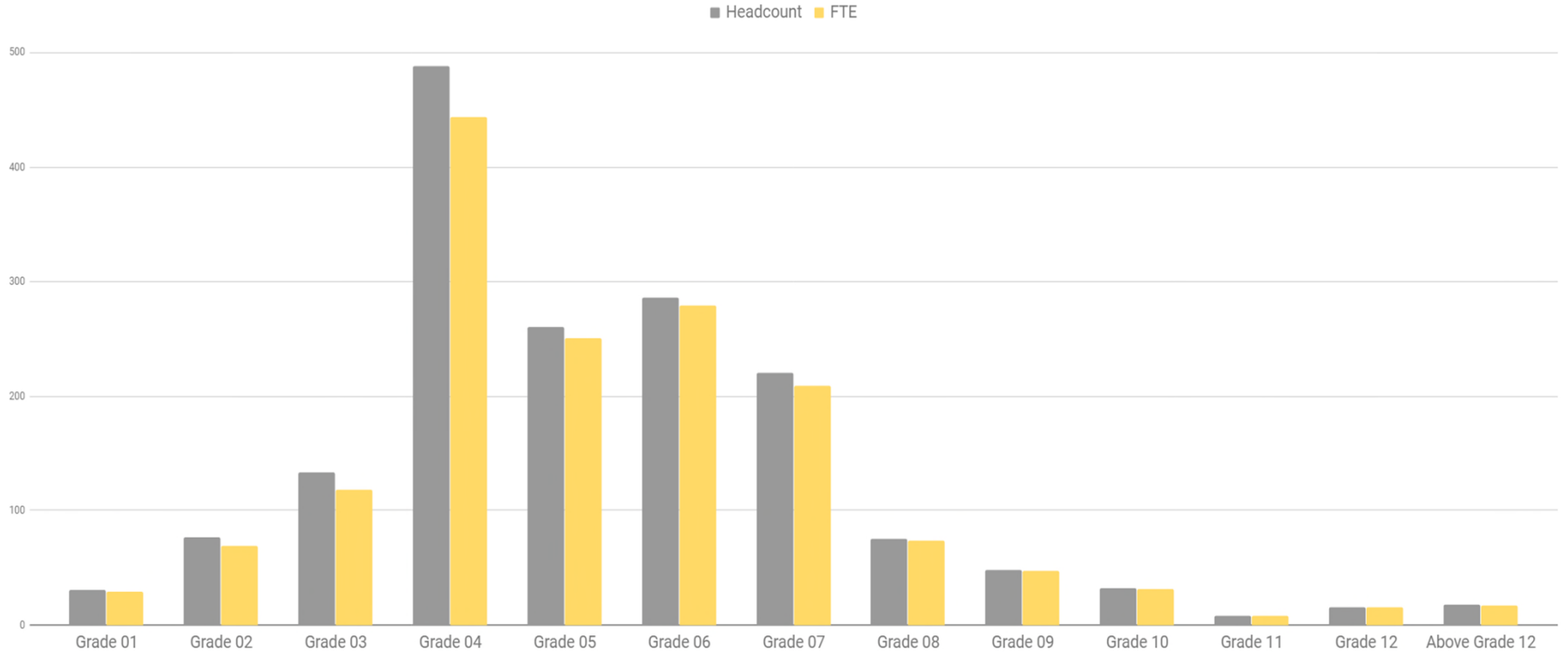


Comparatively 4.9% of the Council's workforce have declared themselves disabled

* Includes employees who have identified as Other

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

**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

Absence by reason:

Adults		MCC	
1	Stress/Depression (28.7%)	1	Stress/Depression (27.9%)
2	Injury/Fracture (7.5%)	2	Surgery (8.3%)
3	Musculoskeletal (6.8%)	3	Injury/Fracture (6.6%)

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%
<u>Reablement</u>	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.

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

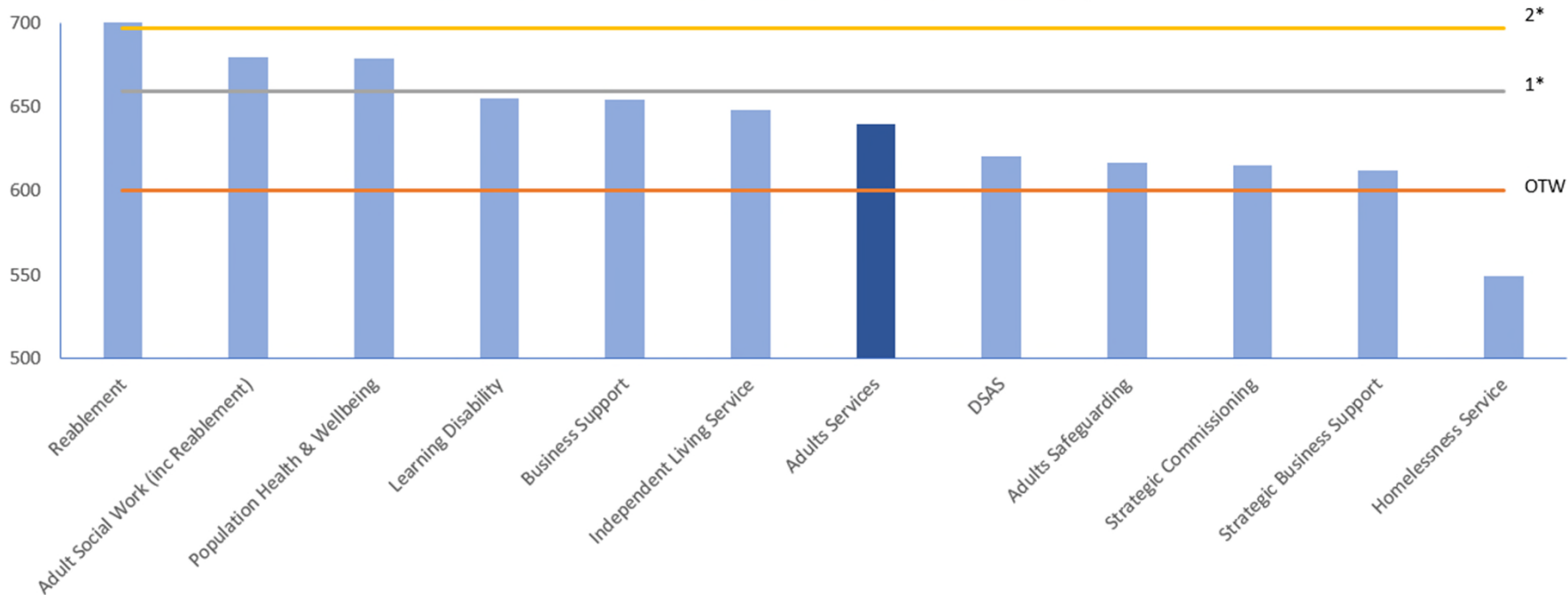


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Adults Services

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

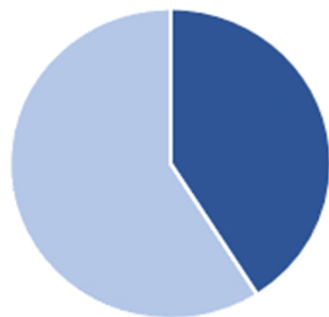


40%
Reablement



73%
Strategic Commissioning

43%
Adults Services



55%
MCC Total



64%
Strategic Business Support

Dark blue slices show the percentage of employees who completed the survey, with light blue showing those who didn't

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

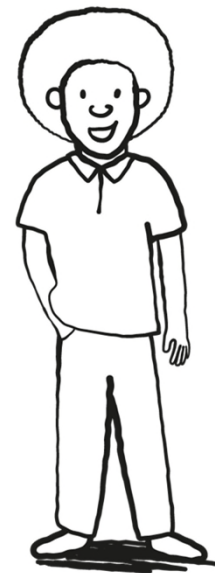
My Manager was the strongest growth factor, although there were improvements across all layers of the structure. Team Members, Managers and Senior Managers scores also showed improved scores with regards to pay.

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:-

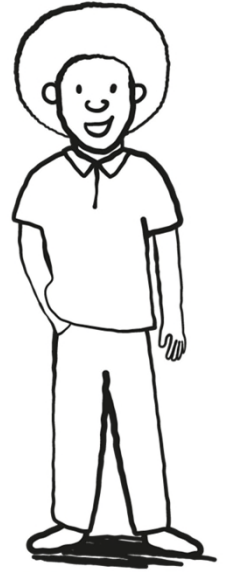
- Investment in the Floating Support Service adding an additional Move On Support Team to speed up the move on of households from Temporary Accommodation which is beginning to reduce overall case numbers for all staff.
- The Private Rented Sector team has been doubled, to increase the number of Private 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.

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.



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:

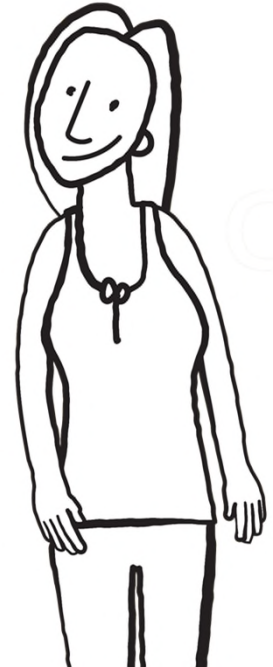
- Social Work Localities (including Homecare Mobilisation, Review Team, Citywide Care Homes Team, Neighbourhood Teams)
- Learning Disability service (including a new time limited review team)
- Best Interest Assessors supporting Deprivation of Liberty Safeguards (DOLS) both within the DOLS team and within 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.

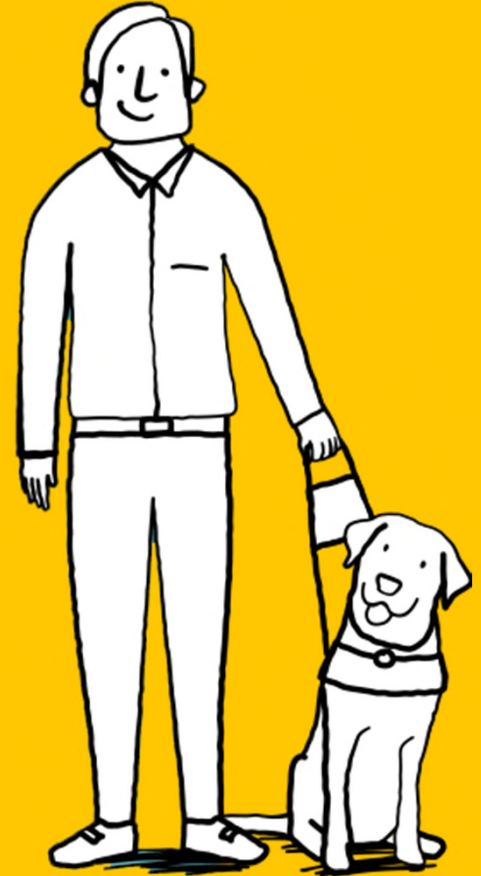
Adults - Improvement Plan

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



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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