



MANCHESTER  
CITY COUNCIL

# Greater Manchester and Danish Public Sector HR Learning Exchange

# **Welcome to Manchester**

## **Sharon Kemp**

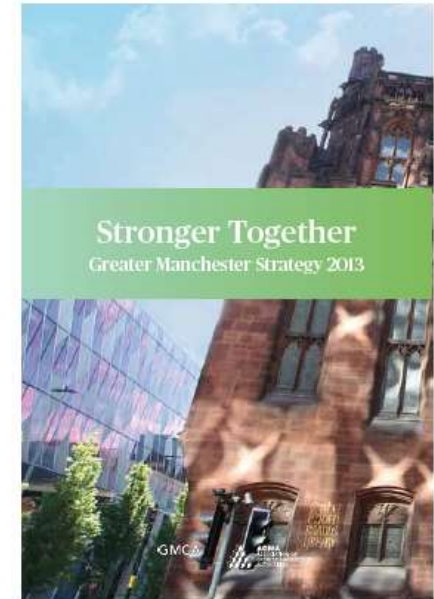
### **Strategic Director (Reform)**



MANCHESTER  
CITY COUNCIL

**This morning's theme:**  
**“Implications for Human Resource  
management within Public  
Authorities of taking a co-production  
approach to the delivery of public  
services”**

# GM Strategy – Stronger Together



- Our ambition is to achieve sustainable economic growth, where all residents contribute and benefit from sustained prosperity
- Connecting our people and neighbourhoods to growth
- Manchester 520k residents / GM 2.7m

## **Agenda**



**Welcome – Sharon Kemp, Strategic Director (Reform), Manchester City Council**  
**Presentation by Dr. Carolyn Wilkins, CEX Oldham MBC and Lead Chief Executive**  
**for Communications and Engagement**

**The Commissioning Academy – Angela Beadsworth and Nathan Atkinson**

**The Social Work Academy – Dr. Shirley Woods-Gallagher**

**Presentation by Thrine Norgaard, HR Lead (Municipality of Frederica)**

**Presentation by Marianne Brinck-Fischer, Head of Department (Local Government**  
**Denmark)**

**Break**

**Working Group discussions**

**Feedback from Groups**

**Closing observations and whole group discussion**

**Lunch and Networking**



**Your Facilitators for the second part  
of the morning:  
Jez Hall  
Laurie Smith  
Shared Future CIC**

# Our approach to reform across Greater Manchester

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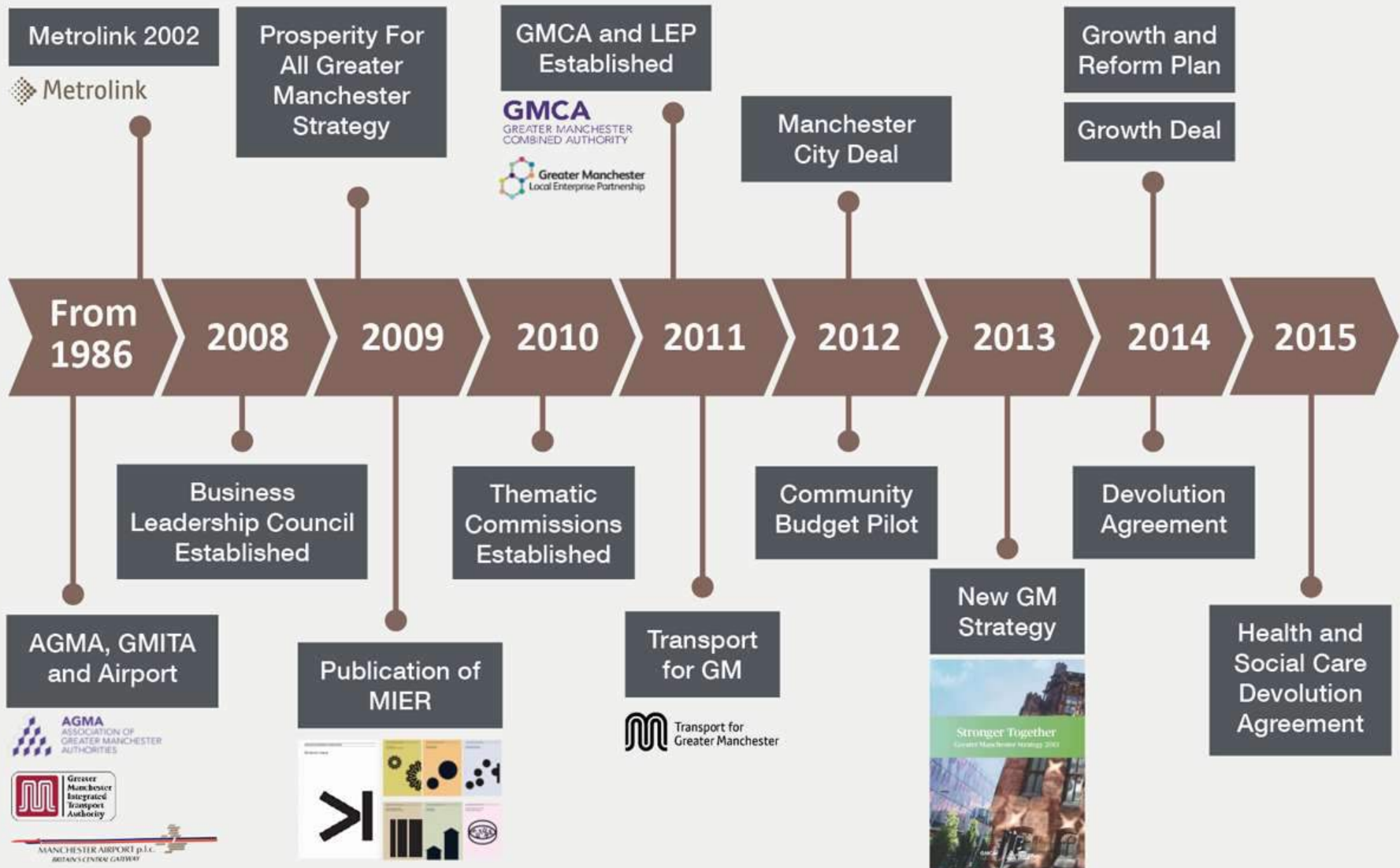
Dr Carolyn Wilkins  
Chief Executive,  
Oldham Council



CWilkinsOldham

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# Greater Manchester: a history of working together

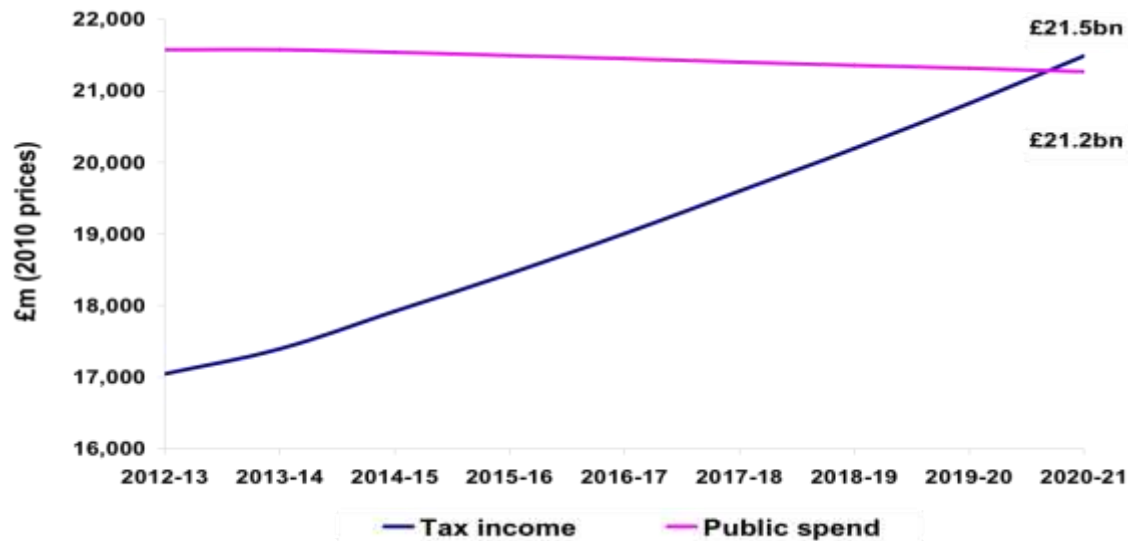




# The GM Strategy

To move GM from being a cost centre to a net contributor to national public finances

GM currently generates £17bn in taxes BUT requires £22 billion in public spending



# Reform

- Working within a clearly defined set of principles and a series of programmes that have evolved over time to focus on Health and social care integration and Complex Dependency
- Strong ambition to improve outcomes for residents by increasing their independence and resilience by offering “early help” as well as reduce demand on high cost services
- As part of the wider economic growth we will need to ensure all GM residents are well connected and benefit equally

# Common Themes

- Mobilising capacity that exists within communities so that more people are supported through family networks, community assets and lower level, less intensive support
- Equipping/enabling people to aspire, achieve and do more for themselves
- People within the context of their family and the place they live rather than organisation and presenting issue
- Multi-agency, multi-disciplinary
- Influencing without power

# Enablers of Reform

EVIDENCE BASE

DATA & INFORMATION  
SHARING

WORKFORCE CHANGE  
PROGRAMME

GM LEADERSHIP  
FRAMEWORK

COMMUNICATIONS  
AND ENGAEMENT

# Key Challenges

- The need to understand and implement the approach to place based integration , across GM, at a local and neighbourhood level
- Scale up the offer to our most complex dependent households building on learning from TF and Working well programmes
- Whole system review of children's services
- Whole system change with the right infrastructure to support it

# Common behaviours and skills

- **Ability to engage** assertively and positively
- **Asset based assessment** – start from the positive, high aspirations, empower with support
- **Influence without power** – co-ordination and sequencing, constructive challenge, confidence
- **Navigation around the system/creative thinking** – understand own role and role of others, knowledge of practical tools/sources of information and how to use them, knowing your place – community assets
- **Take responsibility** – see something, do something, self-aware: seek support when need it, recognise when you are getting out of your depth and do something about it

# GM Leadership: Commissioning Academy

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November 2015

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**GMCA**

BOLTON  
BURY

MANCHESTER  
OLDHAM

ROCHDALE  
SALFORD

STOCKPORT  
TAMESIDE

TRAFFORD  
WIGAN

## GM Commissioning Academy Background & Design

- Part of the Civil Service Reform & Capabilities plan and modelled on the Cabinet Office National Commissioning Programme with some mandatory content
- Cohort Leader funded by Cabinet Office, working with us on programme design
- Practical, peer led learning with inspiring speakers and a mix of masterclasses, workshops, site visits and peer challenge
- Design tailored to GM agenda
- 4 Programmes of 5 ½ Academy days spread over six months held across different GM sites
- Mixed sector cohort of up to 30 people per programme
- Leverage resources already available and known to GM partners and the National Academy Programme



# GM Commissioning Programme

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6
Commissioning overview	Funding models	Markets & Provider perspective	Cross-cutting policies & tools	½ day Site Visit	Peer Challenge
Commissioning theory for shared understanding of scope, common terminology. Outcomes, systems, customer –focus and co-production. Cohort share their commissioning challenges and greatest achievements, learning from each other.	Budgets, systems thinking approach to markets, resources and funding. Market stewardship. Accessing funding – Social Impact bonds and specific funds (e.g. EU funding)	Understanding providers' viewpoints, drivers and incentives, overcoming barriers, productive conversations, building supply chains	Exploring cross-cutting issues, policies and legislation impacting commissioning e.g. applying learning & behavioural insights and introduction of 100 day plans	A series of visits to partners across the region, to promote understanding and partnership working.  Explore the community and localism agenda & political dimension	Participants, in their organisational groups work on their 100 day plans and then present them to other cohort members for a 'critical friend' challenge and ideas generation.

# GM Commissioning Academy: Outcomes

- Compliments and strengthens the GM Leadership offer – embedding place based leadership principles
- Supports real transformational change across public services through 100 day plans
- Enables knowledge sharing and access to latest strategic thinking
- Provides a safe space for innovation
- Consistent dissemination of Commissioning best practice

# DEVELOPING A GREATER MANCHESTER LEADERSHIP COMMUNITY

Social Media / comms campaign to mobilise energy, excitement and enlist support / sign up to GM Leadership Community

## GM LEADERSHIP GATHERINGS

### GM VISION - SHARED PURPOSE

Expectations and behaviours of GM Leaders, Focus on connections, relationships, building trust, influence, emotional intelligence, being and belonging



### COHORTS

### SENSE OF PLACE - CITIZENSHIP AND LEADERSHIP IN GM

Understanding the economics of growth, leading in a place, building shared narrative, understanding power and influence, Insight and intelligence, stories and data, navigating the relationship between, citizens, state and society

### THE ART AND SCIENCE OF FUTURE PUBLIC SERVICES

Collaborative delivery, Innovation, The role of the public in public services, commissioning for people and place, social value, radical redesign and future proof services with communities

### SOCIAL SYSTEMS AND ORGANISATIONAL CHANGE

Behaviour change, mobilising energy for change, building alliances in a place and across systems, leading through ambiguity and complexity, asset based approach

### GRADUATING

Celebrating together, making pledges, sponsoring a new public sector graduate

### CREATING A MOVEMENT - OPEN SOURCE TO ALL GM LEADERS

Flipped classroom knowledge sharing, GM social sharing platform Aim is to build a community of informed active leaders who share knowledge generously and feed their curiosity

**IMMERSIONS**  
Place based work, community experience, volunteering

**NAVIGATING NEW TERRITORY**  
Open policy making - shaping the GM journey

**LEARNING CLINICS**  
Thematic learning lab/clinic approach e.g. Demand management

**A DAY IN THE LIFE OF...**  
Opportunities to explore real life stories

**SECONDMENTS / SWAPS**  
building and sharing skills, practice, and ideas

**MIRROR AND LIGHT**  
Reflective practice, coaching/mentoring/ action learning groups

**INNOVATION EXCHANGES**  
Innovation in public services Learning, reflecting and action

**MASTERCLASSES**  
Programme of speakers/events on key growth, reform, devolution themes

# GM Social Work Academy

# The presentation will cover

- Explain the GM Workforce Strategic Context
- Set up where the GM Social Work Academy fits in GM
- What the Academy is doing
- Early key learning

# Strategic context – GM

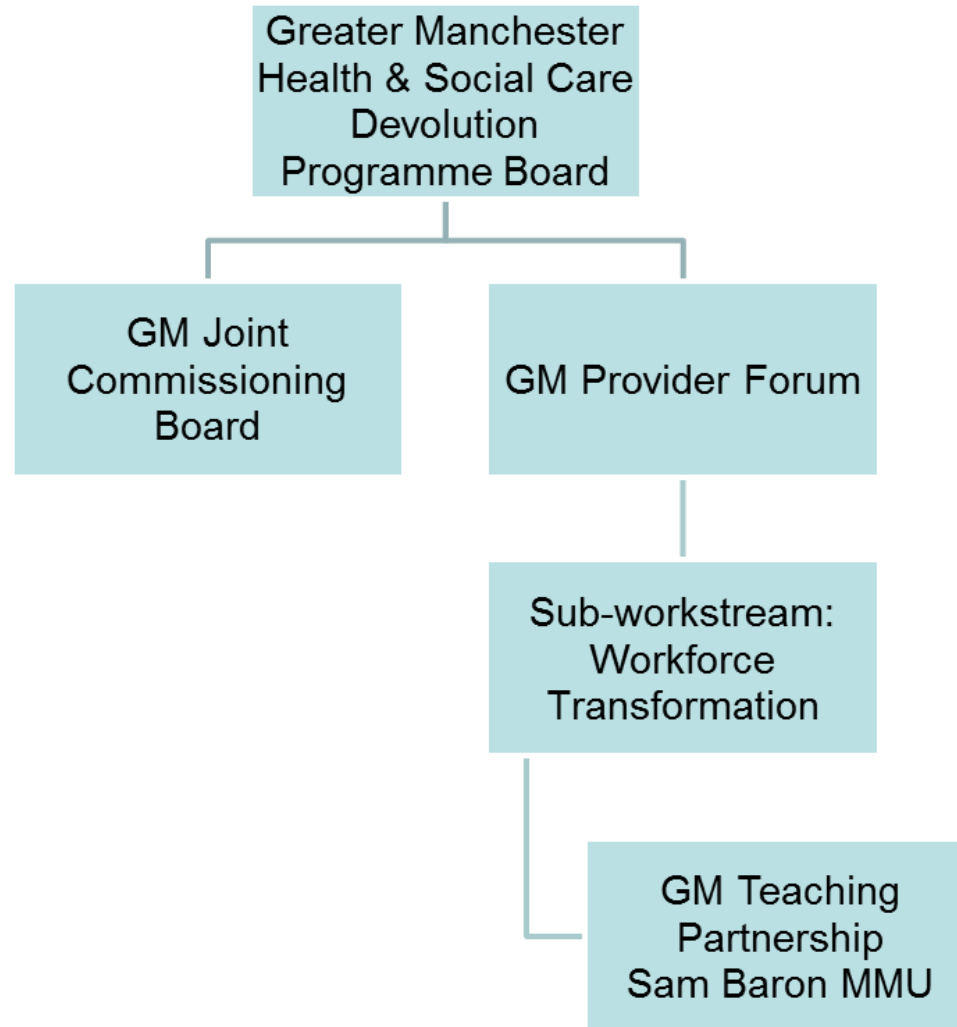
- The **Devolution Agreement** confirmed in the Memorandum of Understanding between GM and NHS England in February 2015 included the requirement to develop a Clinical and Financial Sustainability Plan. A significant contribution to that Plan is a clear process to connect reform intentions with workforce training and education activities.
- Key workforce and organisational development objectives:
  - system leadership;
  - employment model/terms and conditions;
  - communication and engagement;
  - education and commissioning;
  - cultural change/organisational development;
  - workforce information, modelling and planning; and,
  - workforce redesign.

# The opportunity – The GM Social Work Academy

## Aims

- To establish a sustainable platform of GM-wide collaboration, decision making and evaluation in social work/social care (known as the Greater Manchester Social Work Academy)
- To use the frameworks of ‘The Child’s Journey’ (children and families), ‘Integration for Independence’ (adults and carers)
- To develop new evidence-informed practice based models, systems and processes that specifically support the reform of social work within the context of devolution.
- GM standard and GM ‘passport’.
- To use the opportunities of the Teaching Partnership to begin the process of workforce planning and reform in social work across the GM footprint through establishing new agreed change models of supply and demand leading to better retention of GM staff at all levels and greater flow between the various local authorities and wider health and public sector providers in the region to support skills development and respond to shortage.
- To develop and implement a three year change management process for public reform, aligned through agreed governance structures to Devolution Manchester, which repositions social work as central to the reform process for work with children, families, adults and communities across integrated health and social work/care delivery organisations.

# Governance





# GM Graduate First

## **GM Graduate First**

- To establish and implement a GM First Graduate programme to fund 30 current social work staff who are unqualified but working within the GM local authority partnership

## **Principles for a GM First Graduate scheme**

- Employers to retain high quality staff and retrain them to become social workers to enable best strategic workforce planning;
- HEIs to prepare and provide high quality students who are capable, fit for practice as newly qualified social workers with all ages and service user groups in all relevant settings for application for registration as qualified social workers with HCPC;
- To enable staff-students to build upon existing experience gained through unqualified positions to facilitate and enhance their analytical, reflective and critical approaches to the understanding and application of theory, evidence and research to their practice as professional social workers;
- An opportunity for staff who cannot access other social work education routes such as Frontline, Step-Up and entry qualification at MA level; and,
- To equip staff-students with transferable skills that will enable them to analyse, adapt to, manage and eventually lead the process of change within a changing workforce environment.

# GM Graduate First

## **Delivery mechanism for a GM First Graduate scheme**

- The scheme will last for 24 months. The frequency of learning days is three days per month which comprises of academic attendance, study and on-line learning.
- The method of the scheme will include work-based learning, distance learning, self- directed study plus 170 day placement within the employing agency. A candidate may stay in their own work role for much of the placement period whilst linking in different opportunities and experiences with a possible move to a front line team for the final 100-days or part of the 100-day
- Placements must be related back to the curriculum being taught on either the child's journey or integration for independence. In addition, completion of 30 skills days is required in practice on key areas including: report writing; understanding evidence; financial literacy; and, evaluation frameworks.
- Supervision will be achieved using a matrix for staff including both the HEI academic and Practice Educators within the LAs. Practice Educators will need to retain their student/staff member for the full 24 months. They will act as a central co-ordination role but will not necessarily deliver all of the supervision direct themselves. Practice Educators at GM level will share the supervision functions which can be achieved on a group basis for those attending and a rota basis for those delivering it over the required two days per month. GM Practice Educators will all be required to attend peer supervision once a year over for the 24 months. Additional teaching and support will be provided for GM Practice Educators which are part of this scheme.
- Assessment of progress will be determined at six month reviews and a final report on student progress complimented by four direct observations for Practice Educators in line with current MMU standards.