



## **Personnel Committee**

Date: Wednesday, 24 July 2019

Time: 10.10 am (or at the rise of the Executive, if later)

Venue: Council Antechamber, Level 2, Town Hall Extension

This is a **supplementary agenda** containing additional information about the business of the meeting that was not available when the agenda was published

### **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 of the Personnel Committee**

---

**Councillors** - Ollerhead (Chair), Akbar, Bridges, Craig, Leech, Leese, N Murphy, S Murphy, Rahman, Richards, Sheikh and Stogia

## Supplementary Agenda

---

- 1. Urgent Business**  
To consider any items which the Chair has agreed to have submitted as urgent.
- 2. Appeals**  
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.
- 3. Interests**  
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.
- 4. Minutes** 3 - 8  
To approve as a correct record the minutes of the meeting on 26 June 2019, enclosed.
- 5. Ethical Employment Update and TUC Charter** 9 - 14  
The report of the Interim Director of HR/OD that was to follow is now enclosed.
- 6. Manchester Health and Care Commissioning Phase II** 15 - 24  
The report of the Chief Executive that was to follow is now enclosed.

## Further Information

---

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

Donna Barnes  
Tel: 0161 234 3037  
Email: [d.barnes@manchester.gov.uk](mailto:d.barnes@manchester.gov.uk)

This supplementary agenda was issued on **Friday, 19 July 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

## **Personnel Committee**

### **Minutes of the meeting held on Wednesday 26 June 2019**

**Present:** Councillor Ollerhead (Chair) – in the Chair

**Councillors:** Akbar, Bridges Craig, Leech, N Murphy, Rahman, Richards and Stogia

**Apologies:** Councillors Leese and S Murphy

#### **PE/19/13 Minutes**

##### **Decision**

To approve the minutes of the meeting held on 13 March 2019 as a correct record.

#### **PE/19/14 Living Wage Accreditation**

The Committee considered a report of the City Treasurer (Deputy Chief Executive) which summarised the recent work that had been undertaken to prepare the Council for potential Living Wage accreditation and set out the implications of accreditation in relation to workforce and budgets, procurement and commissioning and communications. The Committee had been invited to recommend to the Council that the Authority applies for accreditation with the Living Wage Foundation.

No Trade Union Comments were submitted for consideration at the meeting. The Committee therefore agreed the recommendation.

##### **Decision**

To recommend to Council that the Authority applies for accreditation with the Living Wage Foundation.

#### **PE/19/15 Corporate Core: Senior Management Capacity**

In introducing this report and the two that followed, the Chief Executive explained that the changes and proposals in these reports stemmed directly from the decisions made by the Committee in January 2019 (Minute PE/19/02). At that time, when examining the Senior Management Capacity Review, the Committee had noted that further reports were to be brought forward in the coming months setting out both structural changes to assure the arrangements being approved then, and to strengthen succession and development planning for senior leaders. The Chief Executive's introduction explained how the suite of reports before the Committee were, collectively, considered to be the best way to achieve those two objectives.

The Committee therefore considered the first of the reports of the Chief Executive which set out proposals to build senior capacity within the Corporate Core.

It was explained that the proposals had been developed to realign capacity and reflect the growing volume and complexity of work within Revenues and Benefits. That was linked in part to the Welfare Reform Agenda and for data governance

where the Council has a significant amount of work to do to maximise the use of its available data. In addition, following the redesignation and regrade of the role of Head of Revenue and Benefits, Shared Service Centre and Customer Contact Services to Director of Customer Services and a job evaluation exercise had been undertaken the outcome of which stated that the role was comparable with other SS1 grades. across the organisation

A redesignation of the role Head of Data and Information in the Performance, Research and Intelligence (PRI) Service as Data and Intelligence Specialist was also proposed. This was described as specialist role, with a technical focus on improving the use of data analytics and statistical modelling in order to strengthen the evidence base and improve service planning.

The Committee was asked to approve the establishment of two Commercial Lawyer roles at G12 to support the growth of development work in Strategic Development and approve a market rate supplement of £15,326 for each post to enable recruitment of specialist internal capacity reducing reliance on external advice.

In addition, the application of a market rate supplement of £20,000 was proposed for the Deputy City Treasurer to reflect the additional strategic responsibilities taken on within existing grade and ensure the retention of the current post holder in light of local market forces. This would therefore increase the salary to £125,940.

The Interim Head of HROD informed the Committee that following discussion of the proposals with the Trade Unions, they were broadly satisfied with the proposals.

## **Decisions**

1. To approve the redesignation of the role Head of Data and Information Governance (£65,000) in the Performance, Research and Intelligence (PRI) Service as Data and Intelligence Specialist. The existing pay level is a spot salary up to £65,000 which has not been aligned to the senior management pay and grading structure and it was agreed to bring it in line by designating it as an SS1 post (£60,857 – £65,865).
2. To agree the re-grading and redesignation of two posts; Corporate Assessments Manager and Corporate Revenues Manager in Revenue and Benefits Service from Grade 12 to Technical Lead (Revenues and Benefits) at Grade SS1 (£60,857 – £65,865).
3. To note the establishment by the Chief Executive of two Commercial Lawyer roles at Grade 12 to support the growth of development work in Strategic Development and approve a market rate supplement of £15,326 for each post to enable recruitment of specialist internal capacity reducing reliance on external advice.
4. To recommend to Council that a market rate supplement of £20,000 be made to the Deputy City Treasurer to reflect the additional responsibilities taken on within existing grade and ensure the retention of the current post holder in light of local market forces. This had the effect of increasing the salary to £125,940.

## **PE/19/16 Strategic Development: Senior Management Capacity**

The Committee considered a report of the Chief Executive which set out proposals to build senior capacity within the Strategic Development Directorate. It was explained that the proposal would provide the senior leadership and management capacity to support extra technical capacity to address the ambitious growth agenda for the city.

The Chief Executive introduced the report, highlighting the proposal that the directorate be renamed 'Growth and Development' to reflect the addition of Planning, Licensing and Building Control and the Work and Skills Service functions into the Directorate.

With regard to Planning, Licensing and Building Control, two Strategic Lead roles were proposed with the aim of developing a robust succession strategy. It was proposed that the existing role of Planning Development and Special Projects Manager (SS2 Special Grade) be redesignated to Deputy Director of Planning within the existing salary range (SS2) in recognition of the strategic work of the planning service in securing new development, strengthening the platform for attracting investment to deliver economic growth and the aims of the residential growth strategy.

It was also proposed that the post of Head of Planning, Building Control, & Licensing (currently SS3) be redesignated as the Director of Planning, Building Control, & Licensing with a proposed grade of SS4 to support the Strategic Director in taking responsibility for a range of corporate policy agendas, including the leadership of the Council's climate change agendas.

A second Deputy Director of Planning role on the same grade (SS2) was also proposed to provide additional leadership capacity to support the Director with responsibility for the Area Planning Teams, Planning Compliance and Technical Support. The complexity of development management had increased and the need to drive out risk in the process was essential.

With regard to Housing and Residential Growth, the Committee was invited to note that the need to significantly increase the capacity of the Housing and Residential Growth Service. As part of the budget process a provisional £1.2m annual draw down from the Regeneration Reserve had been approved.

An additional 12 posts at ranging from Grade 6 to Grade 12 were proposed to develop the provision of Affordable Housing, Supported Housing, Homeless Accommodation and drive the implementation of plans for the Zero Carbon, Northern Gateway, Eastern Gateway, and work with Matrix Homes.

A re-designation and regrade the existing Head of Housing (SS2) to Head of Housing Services (SS3) was proposed to take a strengthened overall lead on affordable housing delivery. This re-designation was in recognition of significantly increased responsibility around the homelessness agenda along with Supported Housing and the Private Rented Strategy, fire remediation and delivering the Council's Zero Carbon ambition.

The Interim Head of HROD informed the Committee that following discussion of the proposals with the Trade Unions., they were broadly satisfied with the proposals, however they had requested that further consultation with the Trade Unions and staff be undertaken concerning the proposal to regrade the post of Housing Strategy and Partnerships Manager to explore this in greater detail. Therefore a delegation to the Chief Executive in consultation with the Leader of the Council and Executive Member for Finance and Human Resources on this matter was instead requested.

### **Decisions**

1. To approve the change of name of the Directorate from 'Strategic Development' to 'Growth and Development'.
2. To recommend that the Council approves the regrade of the Director of Planning, Building Control and Licensing at Senior Grade SS4 (£95,953 - £105,940).
3. To approve the re-designation of the role of Planning Development and Special Projects Manager to Deputy Director of Planning within the existing Senior Grade SS2 (£68,526 - £74,175).
4. To approve the creation of a new role of Deputy Director of Planning within Senior Grade SS2 (£68,526 - £74,175).
5. To approve the re-designation and regrade of the role of Head of Housing SS2 (£68,526 - £74,175) to Head of Housing Services within Senior Grade SS3 (£78,715 - £87,217).
6. To delegate authority to the Chief Executive in consultation with the Leader of the Council and the Executive Member for Finance and Human Resources to regrade the post of Housing Strategy and Partnerships Manager from Grade 12 to SS1 (60,857 - £65,865), subject to the outcome of further consultation with the Trade Unions and staff involved.
7. To endorse the establishment of two Commercial Lawyer roles in the Corporate Core at Grade 12 and approve market rates supplements of £15,326 for these two roles, giving a total remuneration of £70,000 for each role.

### **PE/19/17 Neighbourhoods Directorate: Senior Management Capacity**

The Committee considered a report of the Chief Executive which set out proposals to build senior capacity within the Neighbourhoods Directorate, reduce the number of direct reports to the Strategic Director (Neighbourhoods)

With regard to Compliance and Community Safety it was proposed that the current role of Strategic Lead (Compliance and Community Safety) be re-graded to Grade SS3 with responsibility for fulfilling the Council's statutory duties in respect of protecting the public and the environment. This would better reflect the role's broad remit, encompassing the development of a new strategy for the Private Rented

Housing Sector, all areas of compliance and enforcement as well as community safety and civil contingencies and ensuring the Council acts within legislative framework. It was also proposed that the role be redesignated as Head of Service in line with Council naming protocols.

The role of Strategic Lead (Parks, Leisure and Events) would be regraded to Grade SS3 and redesignated as Head of Service in line with naming protocols. This would take into account an increased strategic role and additional responsibilities

It was proposed that one of the existing four SS2 roles in the Neighbourhood Management team be regraded and redesignated to Head of Neighbourhood Management at Grade SS3 with the three remaining SS2 roles reporting to the Head of role. This role would take responsibility for the neighbourhood teams, ward coordination and oversight of the Neighbourhood Investment funds and will have line management responsibility for the neighbourhood leads and the strategic lead for neighbourhoods working on the development of Bringing Services Together for People in Places programme.

For the Highways Service, it was proposed that the Director of Operations (Highways) be redesignated to Director of Highways at the existing Grade SS4. It was also proposed that role of Head of Citywide Highways be redesignated to Head of Network Management to recognise the broader remit of the role, within the existing Grade SS2 (£68,526 - £74,175).

The establishment of an additional role of Highways Development Specialist at Grade SS1 with responsibility for developing a 5–10 year strategic framework of projects aligned with the Transport 2040 Strategy was proposed. It was also proposed that there be established a role of Operational Services Specialist at Grade SS1.

The establishment of an additional role of Head of Project Management Office (PMO) was also proposed at Grade SS1 to further develop and embed a programme office function and oversee all aspects of portfolio management, programme and project information as well as governance arrangements for the service.

It was recommended that the current role of Strategic Lead (Libraries, Galleries and Culture) be re-graded to Grade SS3 and redesignated Head of Service to take into account the increased strategic role within the City and across partners

It was proposed that the role of Senior Facilities Manager be disestablished following the realignment of some of the Commissioning and Delivery functions within the Neighbourhood Services. The creation of a new Grade 12 role was proposed to focus on the remaining business units that provide both essential services at a neighbourhood level and generate a financial return to support the wider neighbourhoods offer. A new Grade SS1 post was also proposed, the Operational Services Manager.

The Interim Head of HROD informed the Committee that following discussion of the proposals with the Trade Unions, they were satisfied with the background and rationale of the proposals.

## Decisions

### Citywide Services and Neighbourhood Management teams:

1. To agree the regrade and re-designation of the existing 3 x Strategic Lead role SS2 (£68,526-£74,175) to Head of Service (Compliance and Community Safety), Head of Service, (Parks, Leisure, Youth and Events), and Head of Service, (Libraries, Galleries and Culture) at Grade SS3 (£78,715 - £87,217).
2. To regrade and re-designate the role of Deputy Director of Galleries from Grade 12 to Galleries Operations Manager at grade SS1 (£60,857 – £65,865).
3. To approve the creation of a new role of Head of Neighbourhood Management at Grade SS3 (£78,715 - £87,217). The creation of this role will lead to the deletion of one Strategic Lead, Neighbourhoods Team role at Grade SS2 (£68,526 - £74,175).

### The Highways Service:

4. To re-designate the post of Director of Operations (Highways) as Director of Highways within the existing Grade SS4 (£95,953 - £105,940).
5. To re-designate Head of Citywide Highways to Head of Network Management within the existing Grade SS2 (£68,526 - £74,175).
6. To agree the establishment of two new roles; Highways Development Specialist at Grade SS1 (£60,857 – £65,865) and Head of Programme Management Office at Grade SS1 (£60,857 – £65,865).
7. To note that the current time limited role of Head of Transformation paid SS2 (£68,526 - £74,175) will be reviewed by September 2019.

### Commissioning and Delivery function of the Directorate:

8. To note that the Head of Commissioning and Delivery was to assume responsibility for Manchester Contracts Service (Highways) and line management responsibility for the Strategic Lead for Waste, Recycling and Cleansing within the existing Grade SS3 (£78,715 - £87,217).
9. To note the deletion of the role of Senior Facilities Manager Grade SS1 (£60,857 £65,865).
10. To approve the creation of a new role of Operational Services Manager (Grounds Maintenance, Manchester Contracts & Fleet Management Services) at Grade SS1 (£60,857 – £65,865).



**Manchester City Council  
Report for Resolution**

**Report to:** Personnel Committee - 24 July 2019

**Subject:** Ethical Employment Update & TUC Dying to Work Charter

**Report of:** Deputy Chief Executive & City Treasurer

---

**Purpose of Report**

This report updates Members on a number of areas of ongoing work to strengthen the Council's position as an ethical employer of choice. This is set in the context of the Our People Strategy and broader activity to ensure the organisation is leading by example in driving ethical employment approaches across the City.

The report also presents a specific suggested amendment to the Council's Managing Attendance Policy to strengthen the organisational commitment to supporting employees diagnosed with a terminal illness. This proposed revision is being made in-line with the Council's commitment to the TUC Dying to Work Charter.

**Recommendations**

1. To note the update on activity to strengthen the Council's position as an ethical employer of choice.
  2. To approve the suggested revisions to the Council's Managing Attendance Policy set out in section 2 below.
- 

**Wards affected:** All

**Financial implications for the revenue and capital budgets:** There are no financial consequences arising from the proposals within this report.

**Contact Officers:**

Name: Helen Grantham,  
Position: Interim Director of HR & OD  
Telephone: 0161 600 8380  
E-mail: helen.grantham@manchester.gov.uk

Name: Sam McVaigh  
Position: Head of Workforce Strategy  
Telephone: 0161 234 3976  
E-mail: s.mcvaigh@manchester.gov.uk

Name: Samantha Mottershead  
Position: HROD Officer  
Telephone: 0161 600 8919  
E-mail: s.mottershead@manchester.gov.uk

---

**Background documents (available for public inspection):**

Report to Personnel Committee: *Management of Attendance Policy – Amendment for Terminal Illness (January 2017)*

Report to Personnel Committee: *People Strategy Update (July 2018)*

Report to Executive & Personnel Committee: *Living Wage Accreditation (June 2019)*

## 1. Background and Overview

- 1.1 The Our Manchester Strategy makes a clear commitment to further Manchester's position as a progressive and equitable City setting out a clear aim: *'for everyone to have the same opportunities, life chances and potential to lead safe, healthy, happy and fulfilled lives, no matter where they are born or live'*. In driving forward this agenda it is essential that the Council not only seeks to deliver direct programmes of work and key strategies, such as the Work and Skills Strategy, but also leads by example through its own role as an employer and procurer to encourage positive and ethical approaches from other organisations across the City.
- 1.2 At the heart of the Council's people strategy, Our People, is a commitment to support a workforce which embodies the behaviours of Our Manchester and is inspired, connected and empowered to deliver on the City's vision. A focus in the first two years of the Strategy has been on a range of areas to strengthen the Council's position as a modern employer of choice. This work has been progressed in recognition of the importance of an ethical and supportive workforce environment and underpinning policies as well as the wider proven linkage between 'good work' and health. Work here has included:
- The development of a new Strategy for Employee Health and Wellbeing agreed in September 2018 and recognised as best practice by leading business psychologists Robertson-Cooper.
  - Roll-out of the Our Ways of Working (OWOW) programme to strengthen the Council's position as a flexible employer, with the Council now externally accredited as a 'Timewise Council' in November 2018 for its work here.
  - A continued focus on Equality, Diversity and Inclusion with the Council one of only six Local Authorities nationally recognised for its work at the 'Excellent' level via the LGAs Equality Framework for Local Government (EFLG).
- 1.3 In terms of procurement, the Council has, for some years, been seen as a leader in the field of ethical procurement and social value with its Ethical Procurement Policy reviewed annually and a clear commitment to social value through the 20% weighting applied to this through the Council's procurement process. Recently the organisation has further strengthened its commitment here within key sectors through signature of Unison's Ethical Care Charter in October 2017 and the Unite Construction Charter in March 2019.
- 1.4 As reported to this Committee at its June meeting, the Authority is seeking to further strengthen its position as an ethical employer through accreditation as a National Living Wage employer. Together with the other actions noted above and below, this will place the Council in a strengthened position to influence other major employers in the City both practically, as a major procurer of services and goods, and strategically.

## 2. TUC Dying to Work Charter

- 2.1 On 5 October 2018 the Greater Manchester Combined Authority (GMCA), including Manchester City Council, became a signatory to the TUC Dying to Work Charter which commits employers to protect and guide staff following a terminal diagnosis and provide continued support to terminally ill employees who wish to remain in work, and are deemed medically capable to do so. This Charter presents a further opportunity to highlight the Council's ethical employment credentials.
- 2.2 The Authority already delivers on or exceeds the majority of requirements as set out within the Charter including:
- The Council's Employers Assistance Programme (EAP) is equipped to provide the full range of support to those diagnosed with a terminal illness, including access to counselling and financial advice as well as links to specialist support organisations. A dedicated nurse will be allocated to an employee to support them alongside any existing support from the health service.
  - Both HROD and the Pensions Team in the Shared Service Centre provide pragmatic support to individuals and managers in the case of a terminal diagnosis and signpost to appropriate advice sources, including in relation to pensions.
  - Guidance has been made available to staff and managers on both supporting colleagues with a terminal illness and death in service.
  - Work was undertaken in 2017 to strengthen the Council's Managing Attendance Policy to articulate the Council's position in supporting employees diagnosed with a terminal illness.
- 2.3 To further strengthen the approach to supporting staff, a revision to the Managing Attendance Policy is proposed. Whilst the principles established in 2017 are still sound, this further enhancement will emphasise the Council's proactive and supportive approach to supporting those employees diagnosed with a terminal illness. The revision seeks to emphasise the Council's supportive position, providing assurance to terminally ill employees that they will be treated with dignity and respect throughout every stage of their life and supported to make informed decisions about work recognising that every individual circumstance will be different.
- 2.4 Currently section 13.3 of the Policy reads:

*"The Council will treat employees diagnosed with a terminal illness with dignity and respect. The Council will endeavour to provide support to terminally ill employees and to make adjustments where necessary, to assist those employees who would like to remain in work, and are deemed medically capable to do so. Long term/Short Term absence associated with terminal illness will be addressed via absence processes at Parts 11 and 12."*

2.5 The proposal is to replace this with the below new content:

*“We want to ensure that every one of our employees feels supported throughout every stage of their life. The Council will treat employees diagnosed with a terminal illness with the utmost dignity and respect and recognise and support them with any physical and psychological challenges arising from their diagnosis.*

*As part of this commitment the Council is a signatory to the TUC Dying to Work Charter. In line with the Charter the Council is committed to providing employees with the security of work, peace of mind and right to choose the best course of action for themselves and their families which helps them through this challenging period with dignity.*

*The Council will work with employees so that, where possible, they are able to consider and make informed decisions about their current and future working arrangements. Managers will be provided with tools to support and signpost employees to relevant support mechanisms, including financial support.*

*The Council recognises that safe and reasonable work can help maintain dignity, offer a valuable distraction and can be therapeutic in itself.*

*The Council will endeavour to provide continued support to terminally ill employees who wish to remain in work and are deemed medically capable to do so. This will include reasonable adjustments to support the employee’s physical and psychological health. Support mechanisms and planning will be delivered with the employee at the centre of the discussion and will be tailored depending on an individuals’ circumstances and diagnosis. Long term/Short Term absence associated with terminal illness will be addressed via absence processes in section 11 and 12.*

*Managers should read this policy in conjunction with the supporting guidance, which includes details on how to conduct a sensitive conversation, the potential impacts of a terminal illness, how to support employees who are indirectly affected by a terminal illness and details on reasonable adjustments.”*

2.6 In support of the revised Policy comprehensive guidance has been created to assist managers in supporting employees affected by a terminal illness. The guidance is intended to provide general principles to support managers in this most difficult of situations and ensure focus is given to supporting the wellbeing of the affected employee as well as the wider service.

2.7 The guidance will evolve as feedback is received from managers. This will allow the organisation to adapt the details of its approach over time whilst remaining within the framework of the Policy.

### **3. Future Planned Work**

- 3.1 The Council continues to seek opportunities to further its position as an ethical employer of choice. This work will include both continued action on the current strands of work noted above: including Health and Wellbeing, Our Ways Of Working and Equalities as well as new and emerging workstreams.
- 3.2 Work is currently underway to benchmark the Council's approach in relation to the employment of Apprentices and Violence at Work against the established Unison Charters in these two areas with a view that accreditation be progressed in due course and subject to any identified policy and practice changes required. An update on these areas will be provided to this Committee in due course. Consideration is also being given to potential application for the new Greater Manchester Good Employment Charter as an early adopter to further emphasise the Authorities overarching commitment here.

#### **4. Comments from Director of HROD**

- 4.1 The work summarised above represents a significant achievement in positioning the Council as an ethical employer of choice in support of the Our People Strategy and as an exemplar to other major employers in the City. The proposed revisions to the Managing Attendance Policy support the Council's commitment to the TUC Dying to Work Charter and, in turn, the Council's Health and Wellbeing Strategy.

#### **5. Comments from Trade Unions**

The comments are to follow

#### **6. Conclusion**

- 6.1 Manchester is committed to positioning itself as a progressive and equitable City as a core strand of the Our Manchester Strategy. In doing so, the Council is committed to 'walking the talk' as an ethical employer of choice and an exemplar of employment and procurement practices with can be used as a case study for others. This report presents a high level summary of work in this area and future potential activity. It specifically seeks approval for a revision to the Authorities Managing Attendance Policy to strengthen the Council's commitment to supporting employees diagnosed with a terminal illness in support of the TUC Dying to Work Charter.
- 6.2 Positioning the Council as an ethical employer of choice will not only act to promote the Council to prospective future employees but also encourage other City employers to adopt ethical employment practices. Both internal and external communications activity is being planned to promote the Council's work here.
- 6.3 Members are asked to approve the suggested revisions to the Managing Attendance Policy as set out at Section 2 above.

**Manchester City Council  
Report for Resolution**

**Report to:** Personnel Committee – 24 July 2019

**Subject:** Manchester Health & Care Commissioning Phase 2

**Report of:** Chief Executive

---

**Purpose of Report**

This report provides an update for the Personnel Committee on the next phase of the development of Manchester Health & Care Commissioning (MHCC) (including the transfer of some functions that are currently undertaken by MHCC to Manchester Local Care Organisation with a resultant change in deployment for a number of MCC employees).

The report identifies senior role changes arising from these system changes that require the approval of the Personnel Committee.

**Recommendations**

The Committee is requested to:

1. Note the key changes arising from the Phase 2 review of Manchester Health & Care Commissioning partnership including the change of deployment for 32 Manchester City Council employees from MHCC to MLCO.
  2. Agree the re-focusing and re-designation of the existing vacant and funded role of Director of Adult Services SS4 to become Deputy Director of Adult Social Services SS4 and agree that the post should be a non-designated Deputy Chief Officer, and delegate authority to the Executive Director of Adult Social Services authority to appoint the Deputy Director in consultation with a mixed panel of officers and members in line with Annex 1 of the Officer Employment Procedure Rules.
  3. Note the redesignation of the Strategic Lead Commissioning role (SS2) to Head of Service Strategy SS2 (within MHCC).
  4. Note the change of deployment of two roles of Strategic Lead (SS2) from MHCC to MLCO, and that the specific portfolios of these roles will be further reviewed by the Executive Director of Adult Social Services as part of a process of co-design within MLCO.
- 

**Wards Affected:**

All

## **Financial implications for the revenue and / or capital budget**

There are no financial implications arising from this report as the report is about the re-designation of existing funded posts on the establishment and there are no changes to the grades proposed.

### **Contact Officers:**

Name: Joanne Roney  
 Position: Chief Executive  
 Telephone: 0161 234 3006  
 E-mail: j.roney@manchester.gov.uk

Name: Bernadette Enright  
 Position: Executive Director of Adult Services  
 Telephone: 0161 234 4994  
 E-mail: bernadette.enright@manchester.gov.uk

Name: Helen Grantham  
 Position: Interim Director of HROD  
 Telephone: 0161 600 8380  
 E-mail: h.grantham@manchester.gov.uk

Name: Caroline Powell  
 Position: Strategic HR Business Partner (Health & Social Care)  
 Telephone: 07747 145319  
 E-mail: c.powell@manchester.gov.uk

### **Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers overleaf.

Personnel Committee Report of 30 May 2018 - Adult Social Care - Senior Management Structure within the Manchester Local Care Organisation

Personnel Committee Report of 12 December 2016 - Market Rate Policy



## **1. Background**

- 1.1 The Our Healthier Manchester Strategy set out the need for organisational change in the City of Manchester in order to achieve its transformation objectives. Within this was the aim to establish a single commissioning function for health, social care and public health. This was alongside development of the Manchester Local Care Organisation and a Single Hospital Service
- 1.2 Following the establishment of Manchester Health and Care Commissioning (MHCC) on 1st April 2017, and subsequently Manchester Local Care Organisation (MLCO) on 1st April 2018, these key partnerships have now begun to change the way health and social care is delivered within the city to work in a way that is both more efficient and effective.
- 1.3 The development of a single commissioning function was not just structural but signalled the start of a move to be a more strategic and streamlined organisation. 'Phase 1' of this was achieved through the establishment of Manchester Health and Care Commissioning in April 2017. This forged a partnership between a merged Manchester CCG and Manchester City Council to oversee a £1.1bn budget for health and care. It brought together staff from four organisations into a single structure led by a single Board and Executive Team. It allowed teams to work to a common plan, way of working and decision making.
- 1.4 This was always intended to be a first step with the shift to the partnership having a more strategic role relating to how health and social care commissioning is planned and delivered to take place at a later date. The aim is to be the most effective and influential commissioner so that the best possible improvement can be made to health outcomes for people in the City. The period since 2017 has seen incremental development of MHCC as well as the establishment of the Manchester LCO.
- 1.5 MHCC Executive has now further reviewed the make-up of the partnership through 'MHCC Phase 2'. The outcome of this review will see MHCC now shift its focus to strategic influencing of markets and HSC delivery, and operational commissioning activity will move across to MLCO.
- 1.6 Alongside the delivery of MHCC Phase 2 further work is being undertaken by the Executive Director of Adult Social Services to consider the broader senior management capacity required to support delivery of adult social care within the current context of MLCO, and to clearly align the current statutory duties of the DASS across MHCC and MLCO. This work includes understanding current capacity against each service area; work on accountability and governance; and an assessment of the contracts register. A further report will set out any proposals emerging from this review that require Personnel Committee approval.

## **2. MHCC – Phase 2**

2.1 Following a process of consultation across all deployed partnership employees; MHCC Executive Board has agreed a series of structural changes for the MHCC partnership that support the required change of focus.

2.2 At the conclusion of the consultation process it was announced that the Executive Nurse, and Executive Director for Nursing and Safeguarding, had been appointed Managing Director of Wigan CCG. The opportunity was therefore taken to look at the Executive Team's responsibilities and consider how they could be reviewed to be more effective and to streamline the organisation. This resulted in some further realignment of Executive portfolios that were captured in the final proposals.

### 2.3 **MHCC as a strategic commissioner**

A key component of the current system developments was the further refinement of the role of MHCC as a strategic commissioner in terms of:

- Setting clear and ambitious goals for the system
- Securing the right mix of health and social care provision
- Creating the best possible conditions to optimise health outcomes
- Monitoring and evaluating standards and outcomes to ensure the system continuously improves
- Looking beyond health and care to improve people's health and wellbeing
- Things only MHCC can do

### 2.4 **Our Healthier Manchester & Our Manchester**

MHCC phase two remains a key part of delivering the Our Healthier Manchester strategy. This change sets a direction towards an ever more integrated health and care system with increasing joint direction, joint working and shared functions. This is part of the wider Our Manchester strategy for the City and incorporates associated ways of working.

### 2.5 **MLCO working arrangements**

Alongside integrating direct provision of adult social care, community health, community mental health and some primary care services within neighbourhoods; MLCO will lead a number of functions formerly undertaken by MHCC. These include:

- Management of the full pathway of care which will include sub-contracting some services and securing care packages for individuals.
- Service redesign and service specification. This will work alongside MLCO staff focussed on service change and quality improvement.

These are substantial responsibilities and rely upon numerous support functions. As a further stage of development MHCC proposes that consideration should be made to realign many of these functions as a shared resource for MHCC and MLCO (and the wider system where deemed appropriate). This would form a later phase of partnership development

As a result of the above service changes, 32 MCC employees will move their deployment from MHCC to MLCO. Through a process of co-design, a clear structure

will be developed within MLCO for these staff to be deployed into (together with a clear work programme for them based on shared priorities). This work is already underway, including providing interim leadership arrangements for the deployed individuals pending the outcome of this redesign activity.

### **3.0 Impact on MCC Senior Roles**

3.1 MHCC Executive and Board have been directly responsible for the development and agreement of the MHCC Phase 2 change – however the Personnel Committee is required to agree any impact that these proposals have on senior roles employed by Manchester City Council. This impact is therefore set out below for the committee's consideration.

#### **3.2 Executive Director of Adult Social Services (DASS)**

The focus for this role was reviewed as part of the recent recruitment process for the Executive Director role. The previous Executive Director was focused for 90% of time within MHCC. It was concluded that to be most effective the role should be 90% focused within MLCO as this is where the significant proportion of Adults Social Care activity is contained. This ensures the Executive Director is appropriately placed to effectively enact the statutory DASS functions. It also directly supports delivery of the Adults Improvement plan by enabling the DASS to be placed close to the key improvement plan deliverables.

The DASS role is set out in law and covers both commissioning and provider responsibilities. There are specific lines of accountability to the Head of Paid Services i.e. the Chief Executive of Manchester City Council (MCC) and will therefore be an employee of the city council.

MHCC is responsible for commissioning health, adult social care and public health. The DASS is statutorily responsible for adult social care commissioning. It is necessary for the DASS to spend a proportion of her time (c10%) working within MHCC. The DASS will report to the Council's Chief Executive, while also maintaining a (dotted) line of accountability to the Chief Accountable Officer of MHCC. The DASS will perform the following functions;

- Exercise decision making on behalf of Manchester City Council as part of MHCC partnership arrangements.
- Providing social care presence and professional leadership within MHCC.
- Exercise necessary statutory and agreed activities for MCC including in relation to the Health Scrutiny Committee and the Health & Wellbeing Board.

The DASS is a member of the MHCC Executive Team and the MHCC Board.

The DASS also has a key role in MLCO and therefore has a (dotted) line of accountability to the Chief Executive of MLCO, as part of MLCO's executive team. Within MLCO the DASS will continue to have the statutory responsibility for the following key areas.

- Overall leadership of adult social care within through MLCO integrated neighbourhood teams, including connecting social care to community health and wider public services.

- Professional leadership of adult social care
- Operational leadership of the adult social care workforce within MLCO
- Responsibility for securing packages of care
- Securing packages of care (operational commissioning), incorporating provider relationships, market shaping and operational procurement.
- Safeguarding
- To deliver duties within financial resources

The DASS is a member of the MLCO Executive Team.

The DASS is responsible for and supported by the wider adult social care workforce deployed within the MLCO.

### 3.3 Deputy Director of Adult Social Services

Following the revised focus for the Executive Director as set out above there is a need to ensure there is a strong adult social care commissioning voice with the right experience to inform and influence the work of MHCC. To enable this to happen it is proposed that the existing and now vacant role of Director of Adult Social Services SS4 be re-focused and re-designated as Deputy DASS. The Deputy Director will then have the capacity to work closely with the MHCC directors to ensure ASC considerations are effectively embedded across MHCC services and priorities as part of the integrated commissioning arrangements. This will also allow the Executive DASS to spend the majority of her time working within MLCO, which will reflect the balance of adult social care activity.

The Deputy Director will also provide leadership capacity within MLCO through the management of the operational commissioning activity and resources that are now deploying to MLCO. This will help provide strategic capacity for a more integrated approach to the commissioning and leadership of ASC services across the partnerships.

The role profile has been updated to reflect the proposed revisions to the role portfolio and responsibilities. In essence, the core portfolios and focus of the two former SS5 and SS4 roles have been reversed (with the statutory duties being with the SS5 role).

The post is a Deputy Chief Officer post, reporting to the statutory DASS. The Committee is asked to accept the recommendation that the post is a non-designated Deputy Chief Officer, and to delegate responsibility for the appointment process to the Executive Director of Adult Social Services, in conjunction with a mixed panel of officers and members.

The Committee is asked to note that the Annex 1 procedure of the Officer Employment Procedure Rules applies to the appointment. Before an offer of appointment can be made, the Interim Director of HROD would need to notify each member of the Executive of the intention to appoint the successful candidate, in order that they have the opportunity to object to the appointment.

It should be noted that there was a previous role designated as Deputy DASS. This role holder has been deployed onto other activity supporting system transformation for the last couple of years. This post has now been redesignated as Director of Business Transformation reporting to the Deputy Chief Executive. This was one of the two SS4 roles previously reporting to the Executive Director of Adult Social Services, the other being the Director of Adult Social Services as above. The proposal does not therefore require the establishment of any additional posts or funding.

### **3.4 Strategic Lead Commissioning (SS2) x 2**

These two MCC employed roles are currently deployed to MHCC as part of the ASC commissioning function. Phase 2 outcomes identify these roles as part of the numbers transferring their deployment to MLCO (alongside all other ASC operational commissioning roles). Their future duties and responsibilities will be reviewed as part of the current activity to co-design roles that are deploying to MLCO. Where any changes are proposed that are beyond portfolio realignment and require formal change through Personnel Committee these will be reported to a future meeting. Employment remains with MCC. In the meantime, these individuals will support the Deputy DASS in providing day to day interim line management for MLCO deployed operational commissioning staff and will directly input into the review of services.

### **3.5 Strategic Commissioning Lead (SS2)**

This MCC employed senior role will remain within the MHCC Partnership as part of the newly formed Strategy Directorate. The role will retain the existing role profile and responsibilities (relating to adult social care strategic commissioning) but is proposed to be redesignated to Head of Service Strategy to align with other (MCCG employed) role designations within the MHCC Strategy Development function.

3.6 Appendix 1 and 2 set out the current and proposed structures for Adults Services arising from the above.

### **3.7 Director for Population Health and Wellbeing**

The Director of Population Health and Wellbeing at MHCC has the responsibility for coordinating the delivery of the Manchester Population Health Plan and the statutory public health functions and mandated responsibilities of the City Council.

The strategic commissioning responsibilities of the director will remain with MHCC, and the statutory and mandated responsibilities remain with the Council; this is joint post although the post holder is an employee of the Council.

A review of the Manchester Population Health Plan is currently underway to consider which actions should be MLCO driven and led, which actions should be MHCC driven and led, and which actions relate to other partners.

Population health directorate staff will currently remain deployed to MHCC; however, the intention is that by 1 October 2019 there will be greater clarity on the specific working arrangements relating to staff from this directorate working for the MLCO.

Following the departure of the Executive Director of Nursing and Safeguarding MHCC, MHCC are proposing that the Director of Population Health & Wellbeing take responsibility for MHCC Nursing and Safeguarding services (these services are delivered through MCCG roles).

The impact of any agreed changes to responsibilities for the Director will be further reviewed including consideration of the most appropriate reporting arrangement and which establishment is appropriate Health or MCC, and a further report on this will be brought forward in September.

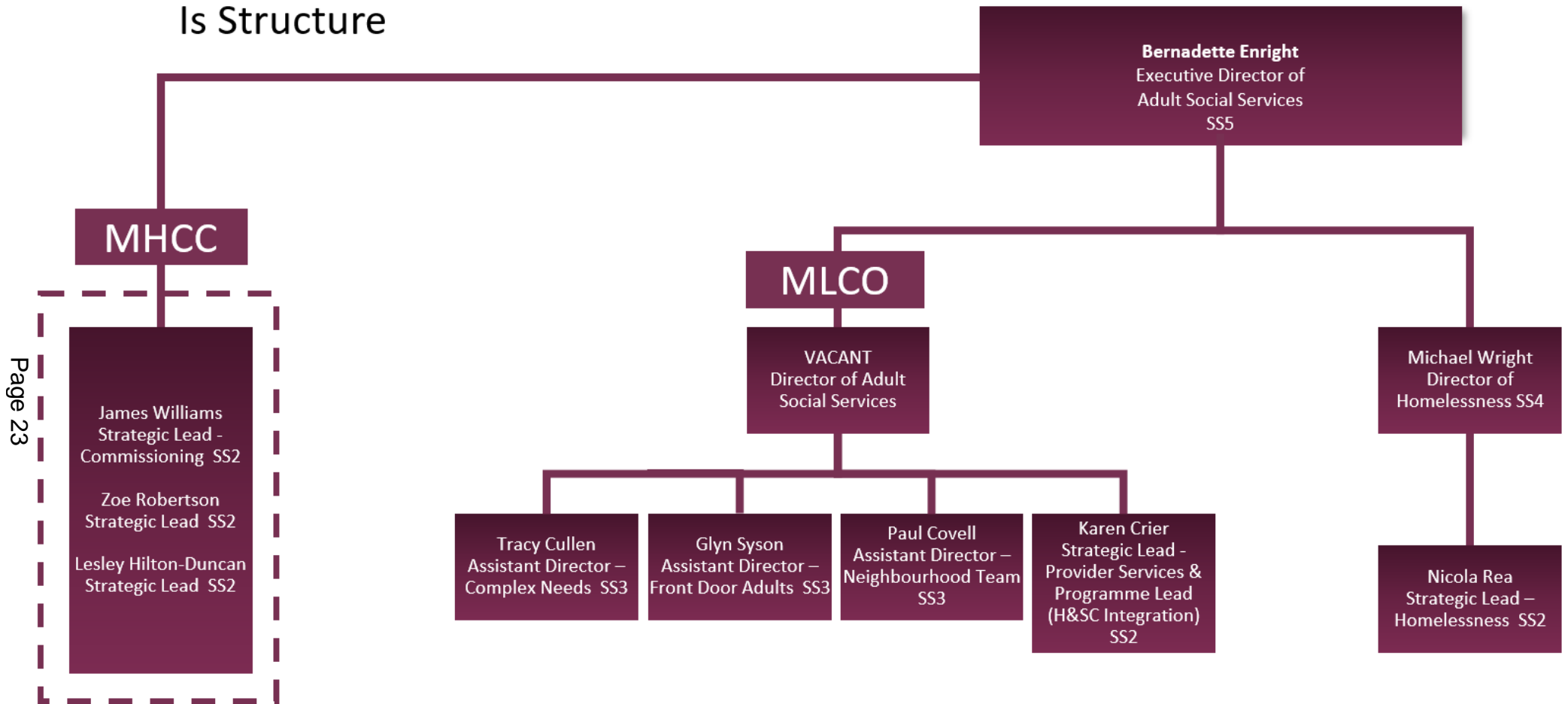
#### **4. Comments from the Interim Director of HROD**

I am satisfied that the appointment process is in accordance with the Officer Employment Procedure Rules.

#### **5. Comments from Trade Unions**

To be added once the Trade Unions have received the final report. They have been consulted at early stage.

# Appendix 1 – Adult Services As Is Structure



## Appendix 2 – Adults Services To Be Structure

Page 24

