



## Personnel Committee

Date: Wednesday, 13 September 2023  
Time: 2.10 pm (or at the rise of the Executive if later)  
Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

### **Access to the Public Gallery**

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. **There is no public access from any other entrance.**

### **Filming and broadcast of the meeting**

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## **Membership of the Personnel Committee**

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### **Councillors**

Akbar (Chair), Bridges, Craig, Hacking, Igbon, Midgley, Leech, Moran, Rahman, Rawlins, T Robinson and White

## Agenda

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- 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**  
To approve the minutes of the meeting held on 31 May 2023 5 - 6
- 5. Recruitment and Selection Policy**  
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- 6. Recruitment to the role of Director of Population Health and Wellbeing**  
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## Information about the Committee

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The Personnel Committee is made up of the Leader of the Council, the other nine Members of the Executive, the Deputy Executive Member (Finance and Human Resources), and a member of the Opposition.

Amongst its responsibilities, the Personnel Committee considers department staffing and organisational reviews; determines collective and corporate terms and conditions of staff and 'market rate' supplements. The Committee also determines the assignment and re-grading of certain posts and policies relating to local government pensions.

The Council is concerned to ensure that its meetings are as open as possible and confidential business is kept to the strict minimum. When confidential items are involved these are considered at the end of the meeting at which point members of the public are asked to leave.

The Council welcomes the filming, recording, public broadcast and use of social media to report on the Committee's meetings by members of the public. Agenda, reports and minutes of all Council Committees can be found on the Council's website [www.manchester.gov.uk](http://www.manchester.gov.uk).

Smoking is not allowed in Council buildings.

Joanne Roney OBE  
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## Further Information

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

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This agenda was issued on **Tuesday, 5 September 2023** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

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## Personnel Committee

### Minutes of the meeting held on Wednesday, 31 May 2023

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

**Councillors:** Bridges, Hacking, Igbon, Midgley, Leech, Moran, Rahman, Rawlins, T Robinson and White

**Apologies:** Councillor Craig

#### **PE/23/4 Minutes**

##### **Decision**

The Committee approve the minutes of the meeting held on 22 March 2023

#### **PE/23/5 Market Rate Supplements**

The Committee considered a report of the Director of HR, OD and Transformation, which provided a summary of Market Rate Supplements (MRS) currently in place in the Council.

A MRS was a time limited additional payment to the basic salary of a role that had been subject to job evaluation and were determined by the relevant Strategic Director in conjunction with the Director of HR OD and Transformation and needed to be justified with reference to clear supporting evidence.

As of 1 March 2023, there were a total 217 of MRS attached to 38 different roles in the Council. No analysis by gender, ethnicity or any other protected characteristic had been undertaken because the MRS related to posts rather than individual postholders.

The report set out the rationale for the use of MRS across each Council directorate.

##### **Decision**

The Committee note the report.

#### **PE/23/6 Creation of a new post - Director of Communities**

The Committee considered a report of the Director of HR, OD and Transformation, which set out a proposal for the creation of a new Director of Communities post within the Neighbourhoods Directorate.

The Neighbourhood's directorate had an extremely broad and varied set of services. Over the last two years there had been significant changes within the directorate, including the transfer in of Northwards Housing bringing the management of 13,000 council owned social homes in North Manchester back under the direct management

of the Council and aligning it under the Director of Housing Operations within the Council's Homelessness Service.

Following the appointment of the new Strategic Director for Neighbourhoods, a review had been undertaken to determine the optimum reporting arrangements for the services within the Directorate, working within existing resourcing levels. The review, coupled with the departure of the Director of Commercial and Operations, had provided an opportunity to consider the approach and reporting arrangements to ensure that all accountabilities were apportioned more appropriately. In addition, a stronger emphasis on communities, bringing services together, communication and engagement with residents was required and as a result a realignment of resources was required to support this ambition.

It was subsequently proposed that a new Director of Communities post at SS4 Grade (£101,996 to £112,411) should be created to sit alongside the Director of Highways, Director of Housing Operations and the Director of Commercial and Operations. In connection to this it was also proposed to disestablish the post of Director of Commercial and Operations (SS4 Grade) SS4 in order to fund the new post.

### **Decisions**

The Committee:-

- (1) Recommend to Council the creation of new post, Director of Communities grade SS4 Grade (£101,996 to £112,411).
- (2) Note the disestablishment of Director of Commercial and Operations Grade SS4.
- (3) Note the re-alignment of services to each Director position.

**Manchester City Council  
Report for Resolution**

**Report to:** Personnel Committee – 13 September 2023

**Subject:** Revised HROD policy – Draft Recruitment and Selection Policy

**Report of:** Director of Human Resources, Organisational Development and Transformation

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**Summary**

To outline a revised employment policy for the Committee's consideration: the revised Recruitment and Selection Policy.

**Recommendations**

The Committee is requested to approve the revised policy attached to this report.

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**Wards Affected:** All

**Environmental Impact Assessment** - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

There will be no significant environmental impacts

**Equality, Diversity and Inclusion** - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

The policy is reviewed in a context where the Council understands that we have some way to go before we achieve our ambition, as set out in the Workforce Equality Strategy (2022), to have a workforce that reflects our diverse city by 2025.

The policy will continue to reinforce the Council's legal obligations set out in the Equality Act 2010 to consider reasonable adjustments to the recruitment process in order to remove barriers experienced by disabled candidates and those with a long-term health condition.

It will aim to go beyond this by asking managers and all candidates to discuss measures of support that may enable individuals to thrive and be their best self on the day of any recruitment assessment. This additional flexibility should remove barriers experienced by marginalised groups other than those with a disability or long-term health condition.

It will also strengthen the message about diverse panels by saying that recruiting managers have a responsibility to ensure panels they assemble are diverse by race and gender.

Workforce data shows that staff who identify as being black or as belonging to another ethnic minority are underrepresented at almost every pay grade in the Council. Underrepresentation is particularly stark at higher levels, and the higher the grade, the worse the underrepresentation. At grades SS1 and above, only 7% identify as being black or belonging to another ethnic minority, whereas the 2021 census data shows that about 43% of Manchester's population identifies as being black or belonging to another ethnic minority.

Taken together, we believe that the measures set out in the new policy will support all Manchester residents find opportunities to find work and progress in their careers with the Council. We believe that the measures should level the playing field and open up opportunities for members of underrepresented and marginalised groups such as disabled residents and residents who are Black or of another ethnic minority.

#### Impacts on all protected characteristics

Increased flexibility in designing recruitment activity is intended to remove barriers experienced by those sharing any protected characteristic

The new policy reasserts the Council's commitment to the Equality Act and therefore we continue to act to eliminate unlawful discrimination against any protected characteristic. It also asserts the Council's zero-tolerance approach to any discrimination.

Finally, by opening up the concept of reasonable adjustments and saying we will consider supportive measures for any staff member to enable them to perform at their best, staff who share any protected characteristic will have an opportunity to ask for greater support in the recruitment process.

#### Other specific impacts

##### Disability

A relaunched policy with comms and engagement after launch will reinforce and strengthen existing messages about our duty to consider reasonable adjustments, and also the positive action measures for candidates with a disability or long term health condition, such as the commitment to guarantee shortlisting to any candidate who is disabled and meets the key criteria for any role.

The new policy will communicate our Disability Confident Leader status, we take positive action to support disabled candidates to have equal opportunities in recruitment, and we expect managers to remove barriers for disabled candidates.

##### Race

The policy asserts our 2022 commitment to diverse recruitment panels and also publicises the new Diverse Panels app which supports managers to achieve a diverse



recruitment panel and reduce the effect of unconscious bias. The policy states that all recruitment panels must be diverse by race and gender.

### Sex

The policy asserts our 2022 commitment to diverse recruitment panels and also publicises the new Diverse Panels app which supports managers to achieve a diverse recruitment panel and reduce the effect of unconscious bias. The policy states that all recruitment panels must be diverse by race and gender.

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS/Contribution to the Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The policy states that for most vacancies, roles will be advertised internally and externally at the same time, which should help drive a more diverse workforce by putting external candidates on an equal footing with internal candidates.
A highly skilled city: world class and home grown talent sustaining the city's economic success	<p>The policy retains the commitment to ring fence certain opportunities for Manchester residents.</p> <p>The policy also retains the positive action measures used to support priority groups: former looked after children and care leavers, disabled people, and current and former members of the Armed Forces</p>
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	<p>Asking managers to consider how they advertise and take steps to reach out to our diverse communities.</p> <p>Considering more than just reasonable adjustments, but other measures which could enable a diverse range of candidates to thrive in a recruitment and selection scenario.</p> <p>Retains the positive action to guarantee interview to priority groups: disabled candidates; former looked after children and care leavers; and current and former members of the armed forces through our Armed Forces Covenant.</p> <p>We believe these measures will support marginalised and underrepresented groups of residents take up employment opportunities</p>

	with the Council and progress their Council careers.
A liveable and low carbon city: a destination of choice to live, visit, work	Not applicable
A connected city: world class infrastructure and connectivity to drive growth	Not applicable

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

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

Appendix A	Revised Draft Recruitment and Selection Policy
Appendix B	Current Recruitment and Selection Policy

## **1.0 Introduction**

- 1.1 The revised Recruitment and Selection Policy has been developed to incorporate critical strategic aims arising from the Race Review (2019) and the Workforce Equality Strategy (2022). The policy was last approved by Personnel Committee in June 2018 so, on the basis that policies are normally reviewed every three years, it was also overdue for a review.

## **2.0 Context for the review**

- 2.1 The context of recruitment at Manchester City Council from 2010 to 2018 was greatly influenced by central government's austerity programme and associated budgetary reductions. In turn, this led to a focus on the development of our own staff via the mpeople principles, as opposed to external recruitment.
- 2.2 The 2018 review recognised the need and budgetary scope for increased external recruitment. This current review carries forward this momentum, combining it with internal and external imperatives that have arisen since 2018.
- 2.3 The independent Race Report, completed in November 2019, recommended reviewing HR policies through the lens of race equality. As a key HR policy, the Recruitment and Selection policy is apt for review on this basis.
- 2.4 The central ambition of the Workforce Equality Strategy (WES), published in 2022, was that Manchester City Council's workforce should reflect the rich diversity of talent in the community we serve by 2025. The WES contained six strands, and the first of these was to attract, recruit and select in a way that is inclusive and drives diversity at all levels. Ensuring the Recruitment and Selection Policy is geared towards this aim is key to achieving the goals set out in the WES.
- 2.5 The aim of diversifying the workforce to better reflect our city's community requires internal and external candidates to be recruited on a more equal footing. This is to facilitate a wider and more diverse pool of candidates from which to select the best candidates for our roles. Therefore, one key change set out in the revised policy is that, normally and by default, roles will be advertised externally and internally at the same time.
- 2.6 For residents, we believe that this will mean more opportunities to join the Council workforce and progress their careers, and should level the playing field for those residents in marginalised and underrepresented groups. We also firmly believe that having a diverse workforce with a range of perspectives will improve the level of service provision for our residents.
- 2.7 The 2018 review introduced the Our Manchester Behaviours into Recruitment and Selection. This review incorporates the fifth Our Manchester Behaviour which was developed in direct response to the Race Review and the WES:

- We show that we value our differences and treat people fairly

2.8 The revised policy shows that we remain committed to the Mpeople principles. Those employees who are without a funded role will continue to be matched against vacancies that arise, before they are advertised.

### **3.0 Policy engagement**

3.1 All staff network groups have been given opportunity to comment on the revised policy.

3.2 Formal and informal Trade Union consultation has taken place.

3.3 HR Business Partners, the Talent and Diversity Lead, and the HR Casework Team Manager have been asked for comment on the policy.

3.4 Review of the policy is taking place within and alongside a wider project on inclusive recruitment led by Organisational Development colleagues.

3.5 Feedback from all these groups has been fed into the policy. We have agreed with Trade Unions to review the impacts of the new provisions after 6 and 12 months.

### **4.0 Policy content**

4.1 The revised policy is appended below. It sets out the Council's approach to Recruitment and Selection given the above mentioned internal and external context and reflects current legislation, best practice in the field, and current organisational priorities and strategy.

4.2 The main changes reflect the strategic aims of the Workforce Equality Strategy and include:

- Reaffirming our commitment to diverse panels.
- Expansion of the concept of reasonable adjustments to allow any candidate to request a change to the process that would allow them to thrive during assessment.
- Incorporation of the 5<sup>th</sup> Our Manchester Behaviour.
- Incorporation of the "zero tolerance" statement regarding discrimination.
- Clearer description of process steps within the policy, including pre-recruitment and post-recruitment activity.
- Introduction of the principle that, normally, roles will be advertised internally and externally at the same time.
- The commitment that all recruitment activity, including "reach out" opportunities, are processed through Eploy, the Council's Applicant Tracking System (ATS),
- The addition of some guiding principles on advertising.
- A slight change to the process where a panel member perceives a potential conflict of interest where they have some kind of relationship with a candidate. Panel members are asked to seek HR advice before stepping

away from their panel duties, where currently the policy asks that panel members step away as soon as they realise they have a personal or business relationship with a candidate. The change is to prevent panel members from stepping away from the recruitment process unnecessarily where there is not a conflict of interest.

- 4.3 There have been no significant legislative changes requiring change to our Recruitment and Selection Policy or processes.
- 4.4 Underpinning our approach to recruitment and selection is the CIPD's A Guide to Inclusive Recruitment. Further work is ongoing to embed the principles contained in the guide into recruitment behaviours within the Council.
- 4.5 The policy will be accompanied by comprehensive guidance. This will be published on the intranet along with the policy and updated content.

## **5.0 Recruitment and Selection Policy: Approach to Implementation**

- 5.1 Detailed guidance, which already exists on the intranet, is in the process of being revised and published for staff and managers with the aim of embedding the core themes and expected behaviours. The [CIPD Guide To Inclusive Recruitment](#) will be used to inform the content of this guidance.
- 5.2 Training has already been commissioned from SOLACE and is being rolled out to managers who are Grade 10 and above initially. The training will continue through to April 2024.

## **6.0 Comments from Trade Unions**

- 6.1 No comments offered for this report.

## **7.0 Conclusion**

- 7.1 Personnel Committee are requested to approve the revised Recruitment and Selection Policy.

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# Recruitment and Selection Policy

<b>Author</b>	Human Resources and Organisational Development
<b>Scope</b>	<p>This policy applies to:</p> <ul style="list-style-type: none"> <li>All internal and external recruitment activity undertaken by MCC employees and staff deployed to the Manchester Local Care Organisation</li> </ul> <p>This policy does not apply to:</p> <ul style="list-style-type: none"> <li>Engagement of Agency workers or Casual staff</li> </ul>
<b>Purpose</b>	<p>To provide a transparent and legally compliant framework for managers to make effective recruitment and selection decisions, and to attract the best staff.</p> <p>To set out clearly the Council's position and expectations with regard to recruitment and selection.</p>
<b>Approval</b>	Personnel Committee xxxxx
<b>Review</b>	The policy will normally be reviewed every 3 years but may be reviewed sooner if there are changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational change; or resulting from changes agreed through Trade Union Consultation.

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## **1. Policy Aims**

### **1.1 We will appoint the best candidate for the role**

The principal aim is that the Council appoints the best candidate to any vacant role based on the knowledge, skills, behaviours and experience required for that role.

### **1.2 Our recruitment will be legally compliant**

It is crucial that the Council's recruitment activity is legally compliant to protect against the risk of litigation and reputational damage.

### **1.3 We will remove barriers**

All involved in recruitment have a duty to remove barriers to employment to disadvantaged groups and groups who are underrepresented in the Council's workforce. This is in line with our duties under the Equality Act and the Council's strategic aims as set out in the Workforce Equality Strategy.

### **1.4 We will attract talent to our roles**

The benefits of working for Manchester will be published in any advertising. Managers must ensure adverts and Role Profiles are up to date and accurately reflect the duties and requirements of vacant roles.

### **1.5 We want everyone to have a positive experience**

Everyone involved in recruitment should be mindful that they are representing the Council and should aim to present the Council as an employer of choice. Candidates should have a positive experience of recruitment, no matter what the outcome, and should be treated with respect and courtesy by everyone involved in recruitment and selection.

## **2. Principles**

### **2.1 We appoint the best person for the job**

The founding principle for all recruitment decisions is the appointment of the best person for the job with regards to their knowledge, skills, behaviour and experience. The policy and supporting documents detail how the Council can ensure consistent and fair recruitment practices to attract, and make an evidence-based decision to appoint, the best person for the job.

Role Profiles must be produced for each job and should inform the content of the advert. The Role Profiles should set out a clear description of the overall purpose and key accountabilities of the role with the intention of ensuring that applicants understand as far as is possible the requirements of the role for which they are applying.

In addition the Role Profile should include details of key requirements in terms of knowledge, skills, behaviours and experience needed for successful performance in the role.

## **2.2 There is no 'one size fits all' approach to effective recruitment**

This policy is intended to be flexible, enabling and encouraging managers to recruit in a way that meets their needs and circumstances, whilst complying with relevant legislation and the aims and specific expectations detailed in this policy.

The policy enables managers to have a choice in designing the selection process as they feel appropriate. There is guidance accompanying this policy aimed at supporting managers to achieve this.

Assessment methods must be appropriate and proportionate for the role and level of appointment. Recruiting Managers should always take inclusive approaches to help candidates present their best selves during the assessment. The process must ensure that all candidates are assessed consistently against the key requirements as outlined in the Role Profile.

Recruitment and selection will be conducted in a professional and timely manner. As well as attracting talented candidates to work for the Council or move internally, the organisation aspires to leave a positive impression on all candidates, regardless of the outcome.

## **2.3 The Council's behaviours will underpin all our efforts**

This policy has been written in accordance with the Our Manchester behaviours which are as follows:

- We're proud and passionate about Manchester
- We take time to listen and understand
- We 'own it' and aren't afraid to try new things
- We work together and trust each other.
- We show that we value our differences and treat people fairly

These behaviours should be demonstrated by all those taking part in recruitment and selection activity, and will form the basis of the expected behaviours of all successful candidates.

### **3. Legal Framework**

3.1 Shortlisting and selection decisions will be made through a fair evaluation of the candidate's skills, knowledge, and behaviours and experience required for the role.

As an employer committed to equality, diversity and inclusion, the Council will ensure fair treatment and equality of opportunity in all our employment practices. The Council's commitment to diversity and inclusion within our workforce is grounded in, but not limited to, our responsibilities under the Equality Act (2010) which requires the Council to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The protected characteristics are: age, disability, sex, race, gender reassignment, sexual orientation, religion or belief, marriage or civil partnership, pregnancy and maternity.

### **3.2 Politically Restricted Posts**

The Local Government and Housing Act 1989 (as amended by Section 30 of the Local Democracy, Economic Development and Construction Act 2009) imposes restrictions on political activities by employees who hold certain posts. If a post is deemed politically restricted this must be indicated on the job particulars and the appointment documents.

### **3.3 Declaration of Interests**

Where employees have a family, personal or business relationship (current or past) with an applicant, they should not take part in recruitment until advice has been taken from HROD&T, and the relationship has been reported to the Recruiting Manager, or the Recruiting Manager's line manager if the Recruiting Manager has declared a relationship. Taking part in recruitment includes taking any part in the decision-making process, including sitting on a recruitment panel.

Where a declaration of a relationship (current or past) has been made, a decision should be reached by the Recruiting Manager (or their line manager if the Recruiting Manager has

declared the interest) with advice from HROD&T. Where there is a family, personal or business relationship, the expectation is that the individual with the relationship will step away from recruitment activity, unless there are exceptional circumstances.

The Council's application forms ask candidates to make a declaration of any potential conflicts of which they are aware. Recruiting Managers should take advice from HROD&T where a candidate makes a declaration.

Advice should be sought from the HR Resourcing Team in the first instance. HR Resourcing may direct queries to other appropriate HROD&T Officers.

### **3.4 Customer Facing Roles**

It is a legal requirement that public sector workers in customer facing roles must be fluent in English. Recruiting Managers must therefore ensure that fluency in English is sufficient to enable the effective performance of the person's role, whilst also taking into account the diversity of languages spoken in Manchester today.

### **3.5 Rehabilitation of Offenders**

The Council has legal obligations under the Rehabilitation of Offenders Act (1974). Unless the role is exempted under the Act, by law we must not refuse employment to someone for failing to disclose a spent conviction, and we must not refuse employment on the basis of a spent conviction.

For roles that are exempt from the Act, we will make a DBS check appropriate to the role. Recruiting Managers must let HR Resourcing know if their role requires a DBS check via our Applicant Tracking System (ATS).

## **4. Workforce Equality Strategy and Inclusive Recruitment**

4.1 In April 2022 we published our Workforce Equality Strategy (WES) which aims to deliver a workforce that fully reflects the rich and diverse community we serve. We want the Council to be a place where everyone can be themselves and develop.

4.2 We believe that a diverse workforce places us in a better position to serve our city, enabling better decision making, giving broader perspectives and wider cultural awareness.

We are committed to eliminating any discriminatory practices and have zero tolerance of any discriminatory behaviour by our staff against anyone with a protected characteristic. For more

on zero tolerance, please read our intranet page here. This applies not only to recruitment and selection, but throughout the employment lifecycle.

4.3 As part of WES we reaffirmed our commitment to diverse panels. All recruitment panels must as a minimum be diverse in terms of both race and gender and must be in place from the start to the finish of the process. To support this a [Diverse Panels](#) app has been developed.

#### 4.4 Reasonable adjustments

We must consider reasonable adjustments if any process could place a disabled person at a substantial disadvantage when compared to someone else.

An applicant is disabled if they have an impairment (physical or mental) that has a substantial and long-term impact on their ability to carry out normal daily activities. Long-term means has lasted or is likely to last for 12 months or more.

Guidance for Recruiting Managers on handling requests for reasonable adjustments can be found [here](#)

#### 4.5 The Manchester approach to adjustments and recruitment

At Manchester City Council, we want to take a broader approach to adjustments to the workplace generally, and to recruitment processes specifically.

Adjustments to recruitment processes remove barriers and give equal access to jobs and opportunities. They should not be seen as “special treatment”; all candidates will be appointed on merit, meaning the candidate most suited to the role will be appointed, taking into account knowledge, behaviours, skills and experience only.

We want all applicants to have a positive experience, no matter what the outcome. We want applicants from all backgrounds and groups to be able to thrive and be their best selves throughout the recruitment process.

Recruiting Managers may receive requests that would not fall under the category of reasonable adjustments for disability. For example:

- A candidate with caring responsibilities for a disabled relative may request an interview at a particular time in order to fit in around their caring.
- A candidate may request a change of date for an assessment because it clashes with a religious holiday.
- A candidate who is a parent may request a change of time because of their responsibilities looking after their children.

These are illustrative examples and not an exhaustive list.

As long as the request is reasonable and would not make the recruitment process inequitable, Recruiting Managers should accommodate and be flexible where they can.

Applicants will be invited in our job adverts to contact the Recruiting Manager to discuss any adjustments they may need both at the interview or any other element of the selection process.

Recruiting Managers should consider requests from any applicant with a view to removing barriers and allowing prospective candidates perform at their best.

Recruiting Managers can contact HR Resourcing for support and guidance on implementing adjustments to the recruitment process.

Recruiting Managers should record any requests for adjustments or additional support and note the reasons for any decision to allow or refuse. However, this should be held apart from the rest of the application and assessment information so that it cannot influence the decision-making.

#### **4.6 Guaranteed interviews**

We take positive action to increase the representation in our workforce of certain priority groups. We do this by guaranteeing an interview to any disabled people, care leavers, former looked after children, and members or former members of the armed forces who meet the key requirements for the role.

#### **4.7 Manchester Residency**

One of the Council's aspirations is to give Manchester residents the best possible chance for a good quality of life. From a recruitment perspective this means that the organisation is committed to equality of employment opportunity for all groups in Manchester.

In line with our commitment to Our Manchester and Social Value priorities the Council will encourage applications from groups that are underrepresented in the workforce. In support of this, opportunities for work experience placements, supported internships, apprenticeships, and student placements will be considered where appropriate.

Roles at Grade 1 to 3, traineeships, or apprenticeships will initially only be advertised to Manchester residents and internal candidates. An applicant is classed as a resident of Manchester if they live within the boundaries of the City of Manchester; ie. Any Council Tax liability for their home would be with Manchester City Council.

For traineeships and apprenticeships initial applications will also be accepted from those who are attending or have recently graduated from a University in Manchester.

## 5. Process – from vacancy to selection

5.1 Recruitment and selection processes must be inclusive, robust, justifiable, transparent, and cost effective. Before commencing recruitment, all involved must undertake the essential training provided.

5.2 All recruitment activity must be processed through the Council's ATS. This includes "reach out" opportunities in which roles are advertised to a particular group of staff, usually in a service where Recruiting Managers believe there are existing skills. This is to ensure consistency of process and monitoring of recruitment activity.

Managers will have the opportunity to send a link to the role to their service or reach out pool after the role has progressed past the mpeople stage (section 5.7).

5.3 If a vacancy arises, Recruiting Managers should consider the role and whether it is needed in its current form, whether amendments are needed to the Role Profile, or whether a different role is required.

5.4 Before recruiting can commence, Recruiting Managers should have a Role Profile that sets out clearly the purpose of the job, the content of the job in terms of key responsibilities and requirements needed for effective performance in the role.

5.5 All jobs must be evaluated prior to the start of recruitment. Existing evaluations can be used for like-for-like recruitment. New jobs will need new job evaluation. If changes to the Role Profile are required, or if the role is entirely new and does not have a Role Profile, Recruiting Managers need to contact HR Workforce Change at [workforce.change@manchester.gov.uk](mailto:workforce.change@manchester.gov.uk)

5.6 Approval for recruitment to a vacancy is required prior to advertising a job. Requests for recruitment activity in ATS will be commenced on the understanding that Recruiting Managers have already obtained approval from their directorate finance lead and Head of Service. Recruiting Managers will be asked to confirm this in ATS.

5.7 Approved vacancies will be matched via the mpeople process.

5.8 If there is still a vacancy or vacancies after mpeople process, the role will normally be advertised internally and externally concurrently via the separate portals.

If a Recruiting Manager wishes to advertise a role elsewhere, they can arrange this via the ATS when requesting the vacancy and provide a cost centre for this to be charged to their service's budget. Additional advertising will be paid for on the understanding that Recruiting Managers have sought permission from the budget holder.



Recruiting Managers may wish to consider placing adverts in specific places, for example on social media or in communities, to increase the reach and potential talent pool for the recruitment exercise. In particular, Recruiting Managers should consider using advertising to target underrepresented groups in the workforce.

Once adverts have been published, Recruiting Managers and panel members may also wish to consider using their own online professional or social networks to promote vacancies. Managers must not create their own recruitment sites or accounts for this. Consideration must be given to the Council's Digital Media policy before doing this, in particular section 8 on use of social media.

## 5.9 Reach Outs

Where a recruiting manager believes that the skills, knowledge and behaviours required for the role already exist within a particular service area, they may choose to advertise the role to a limited, internal pool of employees. This is called a Reach Out and can be selected in ATS. Normally, Reach Outs should be used for time-limited opportunities.

5.10 Once the deadline for applications has passed, shortlisting should be carried out by members of the recruitment panel. For consistency, the same panel member(s) should assess applicants. Guidance on shortlisting is available on the intranet.

5.11 Candidates who are not shortlisted will automatically receive an email via the ATS. Candidates who are shortlisted will be emailed with the details of the assessment.

5.12 There is a variety of selection methods available to help Recruiting Managers gather the information necessary to make an informed appointment which go beyond the traditional interview. Methods such as:

- competency based interviews
- work based assessments
- written tests
- presentations
- group exercises

may provide an invaluable means of assessing candidate skills, knowledge, behaviour and experience.

When considering which assessment method to use the Recruiting Manager needs to take into account the type of job (nature, level and duties), the skills and experience of the recruiters and how best to assess the key requirements. In all cases the selection methods used should be appropriate and proportionate to the role. There is guidance available to managers on the intranet on choosing the most appropriate selection method.

5.13 Recruiting Managers should read online the recruitment and selection guidance which includes detail on the full range of potential selection methods and how these can support the assessment of the different types of roles.

5.14 Before assessments commence, the Recruiting Manager and the panel should agree on the scoring criteria and the thresholds for an appointable candidate, and for a candidate who is appointable with development.

## **6. Assessment and Selection**

### **6.1 Interviews**

If interviews are used as an assessment method, they will be undertaken by a panel of a minimum of two. Panels must be diverse as a minimum in terms of race and gender, and ideally taking account of age, disability and where appropriate other protected characteristics – please see above section 4 headed Workforce Equality Strategy and inclusive recruitment.

The panel members are required to take notes on each applicant during the interview, score them in line with the ATS scoring framework, and record reasons for the conclusions drawn from the assessment. The scoring and notes are to be recorded and retained in line with the record keeping process set out in appendix 1 and any related data governance guidance. Any notes taken are disclosable to the applicant on request.

Where other selection methods are used, similar principles of recording and keeping data will apply.

### **6.2 Making a decision**

Following the assessment process, the panel must consider the outcomes of all assessments undertaken, including any scoring, in order to reach an evidence-based decision on which candidate or candidates are appointable, ranking candidates to enable appointment(s) to be made to those who best meet the requirements of the role. The decision must take into account the assessment of the knowledge, skills, behaviour and experience shown against the key requirements as set out in the Role Profile and gathered through the assessment process.

### **6.3 Appointing a candidate**

Selection is to be made in line with this policy, and the supporting guidance outlines the practical steps to be taken when communicating appointments and inducting successful candidates.

The successful candidate(s) should be offered the job by the Recruiting Manager as soon as possible. If the successful candidate is external, the Recruiting Manager should make it clear that the offer is conditional on any relevant pre-employment checks (see sections 6.7-6.10).

If the highest ranked candidate does not take up the offer, the job should then be offered to the next appointable candidate(s) until the offer is accepted.

Offers in writing are then made by HR Resourcing via ATS.

6.4 If the same role becomes available within six months of the recruitment process ending, the Recruiting Manager may offer the vacancy to the next highest ranked appointable candidate from the previous recruitment process. Where this applies to an internal candidate, the expectation is that the Recruiting Manager agrees the start date with the candidate's existing line manager, which may mean that the internal candidate serves their normal notice period.

6.5 Where there is no candidate who is appointable on the basis of meeting the minimum scoring threshold for the key requirements, appointment with development may be considered. A scoring threshold should be agreed before assessment, both for the level at which a candidate would be appointable, and the level at which a candidate would be suitable for development.

For example, appointment with development could be offered if a candidate has met all but one or two of the scored criteria, has a clearly defined experience gap which could be met within a reasonable period of being appointed, or was a 'near miss' in areas scoring below the threshold which could be improved with a development plan of 6-12 months.

Any decision to appoint a candidate on the basis of potential for development will ultimately be a matter of judgement, but must be objectively justifiable and transparent. The development opportunity must be open to all candidates, in the same way as any other recruitment activity.

Appointment with development usually means an appointment to one grade below the grade of the role being recruited to.

6.6 When an individual is appointed to a role, they are normally appointed at the bottom spine point of the relevant grade. In exceptional circumstances appointment at a higher scale point can be considered and agreed by the relevant Strategic Director, subject to a business case provided by the Recruiting Manager.

Internal transfers where the employee is already on a spine point above the bottom of the grade will stay on their current spine point.

## **6.7 Appointing external candidates**

A final offer of appointment will only be made when all necessary pre-employment checks have been completed satisfactorily. There may be circumstances that lead to the Council withdrawing an offer of employment, such as the lack of a satisfactory reference or misrepresentation of qualifications. The candidate will be informed of any such withdrawal of an offer of employment in writing.

When the employee starts work their manager will be responsible for:

- providing an appropriate induction;
- arranging for relevant Council ID and ICT access; and
- Ensuring the employee completes the relevant required learning for their role.

## **6.8 References**

As part of the pre-employment checking, two references will be sought for external applicants. References should cover the last three years where possible. If the references supplied do not cover this period, we may ask for further references.

Where the role relates to regulated activity, additional reference checks will be required.

## **6.9 Occupational Health**

Certain roles will require a pre-employment health check and these will be requested by the Recruiting Manager via ATS. The referral to our Occupational Health provider will be made by HR Resourcing.

## **6.10 DBS Checks**

Where a role involves work with children or vulnerable adults, an appropriate DBS check will be required. This may need to include a children's and/or adults' barred list check. If applicable this will be requested by the HR Statutory Compliance team once a conditional offer has been made.

6.11 In all cases, once a final offer has been made, individuals must be provided with their statement of written particulars (or contract of employment) at the start of their employment. This will be done by HR Resourcing.

## **7. Post-appointment**

### **7.1 Keeping in touch**

Depending on the notice period that applies, the Recruiting Manager may wish to make some keeping-in-touch arrangements with the successful candidate(s).

## **7.2 Induction**

It is a line manager's duty to ensure all new starters receive an induction. More [information and guidance on induction](#) can be found on the intranet.

## **7.2 Probationary Period**

A probationary period will apply to most new employees. The exceptions are those with previous local government continuous service or service under the Redundancy Modification Order.

Detailed guidance on probation, including extended probationary periods and apprentices, can be found on the intranet.

## **7.3 Relocation Expenses Scheme**

The Council will consider providing assistance to persons appointed to key posts who need to move home as a direct result of taking up appointments with the Council. Further information on this scheme is available from HROD&T.

## **7.4 Re-engagement**

Employees who have left through voluntary early retirement and voluntary severance will not be employed again by the Council for a minimum period of two years from the date they left employment. This includes re-engagement as a consultant or as agency staff.

An exemption to the above is, however, made for any role that is required by the Electoral Registration Officer in respect of electoral registration or the delivery of a local or general election, provided that the return is on a time-limited basis and is confined to duties in connection with the election or electoral registration.

The Council will also have regard to the Local Government Redundancy Modification Order, where a severance payment has been made and the employee is re-employed by another local authority or prescribed body within four weeks of leaving the Council.

The Council's approach to the engagement of those who have received severance payments from elsewhere in the public sector will comply with any legislative requirements in relation to exit payments.

## **7.5 Chief Officers (Recruitment of Statutory and Non-Statutory Officers)**

The recruitment of Chief Officers must be carried out in accordance with the Officer Employment Procedure Rules which are set out in the Council's Constitution (part 4 section F). Section 43 (2) of the Localism Act define a 'Chief Officer' for the purposes of the recruitment and selection.

Further information on the recruitment to senior and/or specialist roles can be found on the intranet.

## Roles and responsibilities

Role	Responsibilities
All staff involved in recruitment and selection	<p>Read and understand the Recruitment and Selection Policy.</p> <p>Undertake the essential recruitment and selection training.</p> <p>Use the Recruitment and Selection Guidance where necessary.</p>
Recruiting Managers	<p>Consider reasonable adjustments where barriers can be removed for disabled applicants and record decisions.</p> <p>Ensure that all panel members are aware of any adjustments agreed.</p> <p>Ensure diverse panels are in place for the entire recruitment process, including shortlisting.</p> <p>Ensure that recruitment decisions can be evidenced by adequate notes and scoring information for all candidates.</p> <p>Have due regard to any specific requirements and considerations, such as enhanced Disclosure and Barring Service (DBS) checks, Health and Care Professions Council (HCPC) and Social Work England (SWE) registration for recruiting to roles working with vulnerable groups.</p> <p>Communicate through ATS when a DBS check or Occupational Health check is required for a role so that the role can be advertised correctly and so that HR Resourcing can carry out relevant pre-employment checks.</p> <p>Agree a recruitment exercise including advertising strategy with relevant service head / budget holder before commencing recruitment.</p>

	<p>Ensure Role Profiles are clear and accurate before recruitment begins and that adverts clearly and fairly reflect the role.</p> <p>Choose appropriate selection method(s) to the role being recruited to.</p> <p>Agree the scoring method and thresholds for appointability and appointment on development before assessments begin.</p> <p>For customer-facing roles, ensure the successful candidate is sufficiently fluent in English to carry out that role.</p> <p>Retain application forms, related shortlisting and assessment documents, including panel notes, in order to accurately inform any requested feedback. In line with data protection legislation, documents will be stored securely for a period of six months following interview, or a longer specified period of time where necessary, then destroyed confidentially.</p> <p>Be responsive to the needs of candidates on the day of any assessment and aim to provide a positive experience to all applicants, regardless of the outcome.</p> <p>Make verbal offer(s) to successful candidate(s) as soon as possible after the decision has been made.</p> <p>For internal candidates, work with the successful candidate's line manager to agree a start date.</p>
Candidates	<p>Tell the Recruiting Manager about any supportive measures they think will help them perform at their best, including any reasonable adjustments they believe would support their recruitment journey.</p> <p>Disclose any potential conflicts of interest as requested on their application.</p>



HR Resourcing Officers	<p>Work with managers as partners to ensure the recruitment process is a success. All partners will have clear expectations of each other, own their part of the process, and provide effective two-way communication.</p> <p>Aim to keep managers informed of the progress of all recruitment stages, providing timely updates at key stages.</p> <p>Be available to provide advice and guidance on all aspects of recruitment.</p>
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# Recruitment and Selection Policy

<b>Author</b>	Human Resources and Organisational Development
<b>Scope</b>	This policy applies to all internal and external recruitment activity. All employees involved in any stage of the recruitment and selection process, whether internal or external, must be aware of and adhere to this policy.
<b>Purpose</b>	The purpose of this policy is to set out the Council's rules in relation to recruitment and selection.
<b>Approval</b>	Personnel Committee 27 June 2018
<b>Review</b>	The policy will usually be reviewed every 3 years, but may be reviewed sooner if there are changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational change; or resulting from changes agreed through Trade Union Consultation.

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## 1 Introduction

- 1.1 The recruitment and selection policy is intended to support managers undertaking recruitment activity. The content supports making recruitment decisions that put in place the best person for the job with regards their knowledge, skills and behaviour and, in particular individuals who:
- demonstrate the Our Manchester behaviours; and
  - display the ability or potential to perform at the level required.
- 1.2 The Our Manchester strategy underpins everything that the Council does as an organisation, and as such this policy has been written in accordance with the Our Manchester behaviours.
- We're proud and passionate about Manchester
  - We take time to listen and understand
  - We 'own it' and aren't afraid to try new things
  - We work together and trust each other.
- 1.3 This policy is supported by detailed guidance on the recruitment and selection process.

## 2 Aims

- 2.1 This policy provides a transparent, legally compliant process that enables the right candidate, having demonstrated the Our Manchester behaviours and the requisite skills, to be successfully appointed.
- 2.2 Manchester City Council is an equal opportunities employer. As such, the Council has a responsibility to ensure that the best person for the job is appointed, and any potentially discriminatory practices are eliminated. The policy and guidance facilitates equality in recruitment and equality considerations run through the entire process.
- 2.3 The policy aims to ensure that the Council's recruitment processes strengthen safeguarding for children, young people and vulnerable adults.

## 3. Principles

### 3.1 The basis for recruitment.

The founding principle for all recruitment decisions is to, at the end of the recruitment process, ensure the appointment of the best person for the job with regards to their knowledge, skills and behaviour. As such the policy and supporting documents detail how the Council can ensure consistent and fair recruitment practices across to attract, and make an evidence based decision to appoint, the best person for the job.

### 3.2 **The Council's behaviours will underpin all our efforts.**

This policy is intended to be flexible, enabling and encouraging managers to recruit in a way that meets their needs and circumstances, whilst complying with relevant legislation and the aims and specific expectations detailed in this policy. There is an understanding that there is no 'one size fits all' approach to effective recruitment, as such the policy enables managers to have a choice in designing the selection process as they feel appropriate. However, assessment methods must be appropriate and proportionate for the role and level of appointment. The process must ensure that all candidates are assessed consistently against the same competencies as outlined within the relevant Role Profile.

Recruitment and selection will be conducted in a professional and timely manner. As well as attracting talented candidates to work for the Council, or move internally, the organisation aspires to leave a positive impression on all candidates.

### 3.3 **Where possible recruitment will be linked to the City Council's Social Value priorities**

One of the Council's aspirations is to give Manchester residents the best possible chance for a good quality of life. From a recruitment perspective this means that the organisation is committed to equality of employment opportunity for all groups in Manchester (see assessment and selection).

## 4. **Legal Framework**

### 4.1 **Equality, Diversity and Inclusion**

Selection decisions will be made through a fair evaluation of the candidate's skills, knowledge, behaviours and experience required for the role.

As an equal opportunities employer the Council has a firm commitment to ensuring fair treatment and equality of opportunity in all our employment practices. The Council's commitment to diversity and inclusion within our workforce is grounded in, but not limited to, our responsibilities under the Equality Act (2010) which requires the Council to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic\* and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Protected characteristics are: age, disability, sex, race, gender reassignment, sexual orientation, religion or belief, marriage, civil partnerships, pregnancy and maternity.

The Council recognises that diversity and inclusion also leads to a better understanding and ability to serve the needs of Manchester's communities, in turn this supports improved decision making and encourages creativity and innovation by bringing different perspectives within teams. Harnessing the value, and utilising the wealth of talent and skills generated by an inclusive workplace culture strengthens our ability to deliver the ambitions and objectives in the Our Manchester Strategy.

Our commitment to a diverse and inclusive workplace at all levels of the Council is supported and informed by the Council's equality framework which outlines the Council's legal duties under the Equality Act (2010) and also sets out the Council's priorities, standards, and guidance that recruiting managers should adhere to throughout the recruitment process.

All recruiting managers will need to make sure that their interview panels are diverse in terms of gender and ethnicity. Every recruitment panel must include at least one member who identifies as Black, Asian or Minority Ethnic.

Diverse panels bring a wider range of thoughts, experiences, cultural awareness and knowledge. They also make better recruitment decisions. For applicants, seeing a diverse panel helps them to feel more at ease and give their best, compared to a panel with no diversity. Through this, we can become a more diverse council that better reflects our communities, attract talent and deliver better outcomes for our residents.

Reasonable adjustments to the recruitment process will be made to ensure that no disabled applicant is disadvantaged. All candidates will be appointed on the basis of merit i.e. the candidate most suited to the particular role, taking into account qualifications, experience and skills as measured against the criteria for the role.

#### 4.2 **Working with Children and Vulnerable Adults**

Recruiting managers must have due regard to any specific requirements and considerations, such as enhanced Disclosure and Barring Service (DBS) checks and Health and Care Professions Council (HCPC) registration for recruiting to roles working with vulnerable groups.

#### 4.3 **Politically Restricted Posts**

The Local Government and Housing Act 1989 (as amended by Section 30 of the Local Democracy, Economic Development and Construction Act 2009) imposes restrictions on political activities by employees who hold certain posts. If a post is deemed politically restricted this must be indicated on the job particulars and the appointment documents.

#### 4.4 **Declaration of Interests**

Employees who have a personal or business relationship with an applicant must not take part in any part of the recruitment process involving that applicant. The Council's application forms will ask candidates to make a declaration of any potential conflicts they are aware of. An employee must also inform the recruiting manager if a personal or business relationship exists.

#### 4.5 **Customer Facing Roles**

It is a legal requirement that public sector workers in customer facing roles must be fluent in English. Recruiting managers must therefore ensure that fluency in English is sufficient to enable the effective performance of the person's role, whilst also taking into account the diversity of languages spoken in Manchester today.

#### 4.6 **Record Keeping**

The recruiting manager will retain application forms, related shortlisting and assessment documents in order to accurately inform any requested feedback.

In line with data protection legislation, documents will be stored securely for a period of six months following interview, or a longer specified period of time where necessary, then destroyed confidentially.

### 5 **Process**

- 5.1 Recruitment and selection processes must be robust, justifiable, transparent, and where required adjusted to meet the needs of disabled applicants. They will be cost effective and, where possible, will minimise disruption to any involved individual's schedules.
- 5.2 There are a variety of selection methods available to help recruiters gather the information necessary to make an informed appointment which go beyond the traditional competency-based interview. Methods such as: work based interviews, written tests, presentations and group exercises may provide an invaluable means of understanding candidate skills, knowledge and behaviour. When considering which assessment method to use the recruiting manager needs to take into account: the type of job (nature, level and duties) and the skills and experience of the recruiters. In all cases the selection methods used should be appropriate and proportionate to the role.
- 5.3 The recruitment and selection guidance includes detail on the full range of potential selection methods including information on the most appropriate types of roles for each and further practical guidance on how these may be used. – Due regard must be paid to this guidance by recruiting managers.

### 6 **Assessment and Selection**

#### 6.1 **Manchester residency criteria: supporting local residents into work**

In line with its commitment to Our Manchester and Social Value priorities the Council will encourage applications from groups that are underrepresented in the workforce. In support of this, opportunities for work experience placements, supported internships, apprenticeships, and student placements will be considered where appropriate.



Roles at Grade 1 to 3, traineeships, or apprenticeships will initially only be advertised to Manchester residents. An applicant is classed as a resident of Manchester if they live within the municipal boundaries of the City of Manchester. For traineeships and apprenticeships initial applications will also be accepted from those who are attending or have recently graduated from a Manchester University.

#### 6.2 **Disabled applicants / looked after children / care leavers**

Where applicants disclose that they are within these categories and meet the shortlisting criteria (i.e. the minimum requirements for the role) they will automatically be selected for interview, or the first stage of assessment.

#### 6.3 **Interviews**

If interviews are used as an assessment method, they will be undertaken by a minimum panel of two. The panel are required to take notes on each applicant during the interview, recording reasons for the conclusions drawn the assessment. These notes are to be recorded and retained in line with the record keeping process set out above and any related guidance. Any notes taken are disclosable to the applicant on request.

#### 6.4 **Making a decision**

The scoring criteria and threshold to appoint a candidate, or offer a role with development, should be established prior to any assessments taking place. Following the assessment process, the panel must consider the outcomes of all components of the process in order to reach an evidence based decision on which candidates are appointable, ranking candidates to enable an appointment(s) to be made to those who best meet the requirements of the role. - The decision must take into account the knowledge, skills and behaviour shown against the requirements of the role profile and gathered through the assessment process.

#### 6.5 **Appointing a candidate**

Selection is to be made in line with this policy, and the supporting guidance outlines the practical steps to be taken when communicating appointments and inducting successful candidates.

If the same role becomes available within six months of the recruitment process ending, then the recruiting manager may offer the vacancy to the next highest ranked appointable candidate from the previous recruitment process.

Appointment with development should be considered if candidates do not meet the minimum scoring threshold. A scoring threshold should be agreed before assessment, both for the level at which a candidate would be appointable, and the level at which a candidate would be suitable for development.

For example, appointment with development could be offered if a candidate has met all but one or two of the scored competencies, has a clearly defined experience gap which could be met

within a reasonable period of being appointed, or was a 'near miss' in areas scoring below the threshold which could be improved with a six month development plan.

Any decision to appoint a candidate on the basis of potential for development must be objectively justifiable and transparent. The development opportunity must be open to all internal and (if applicable) external candidates, in the same way as any other recruitment activity.

When an individual is appointed to a role, whether through internal or external recruitment, they are normally appointed at the bottom of the relevant grade. In exceptional circumstances appointment at a higher scale point can be considered and agreed by the relevant Chief Officer.

#### 6.6 **Appointing external candidates**

A firm offer of appointment will only be made when all necessary pre-employment checks have been completed satisfactorily. There may be circumstances that lead to the Council withdrawing an offer of employment, such as the lack of a satisfactory reference or misrepresentation of qualifications. The candidate will be informed of any such withdrawal of an offer of employment in writing.

Once appointed, individuals must:

- be provided with written particulars;
- be provided with appropriate inductions;
- be provided with relevant Council ID and ICT access; and
- complete the relevant required learning for their role.

#### 6.7 **Probationary Period**

A probationary period of 13 weeks normally applies to new employees, the exceptions are:

- apprentices - who have a 26 week probationary period, and
- those with previous continuous service or service under the Redundancy Modification Order.

The period of probation may be extended to a maximum of 26 weeks (52 weeks for apprentices) if there are performance issues; for example, attendance/capability. In this case managers will identify if there is any further support that could be provided in order to meet the requirements.

Detailed guidance on probation, including extended probationary periods and apprentices, can be found on the intranet.

#### 6.8 **Relocation Expenses Scheme**

The Council will consider providing assistance to persons appointed to key posts who need to move home as a direct result of taking up appointments with the Council. Further information which includes the details of criteria for application and amounts available can be found on the intranet.

## 6.9 Re-engagement

Employees who have left through voluntary early retirement and voluntary severance will not be employed again by the Council for a minimum period of two years from the date they left employment. This includes re-engagement as a consultant or as agency staff.

An exemption to the above is, however, made for any role that is required by the Electoral Registration Officer in respect of electoral registration or the delivery of a local or general election, provided that the return is on a time-limited basis and is confined to duties in connection with the election or electoral registration within a two year time period after the termination of their employment.

The Council will also have regard to the Local Government Redundancy Modification Order, where a severance payment has been made and the employee is reemployed by another local authority or prescribed body within four weeks of leaving the Council.

The Council's approach to the engagement of those who have received severance payments from elsewhere in the public sector will comply with any legislative requirements in relation to exit payments.

## 6.10 Chief Officers (Recruitment of Statutory and Non-Statutory Officers)

The recruitment of Chief Officers must be carried out in accordance with the Officer Employment Procedure Rules which are set out in the Council's Constitution (part 4 section F). Section 43 (2) of the Localism Act define a 'Chief Officer' for the purposes of the recruitment and selection as:

- a. the Authority's Head of Paid Service
- b. the Authority's Monitoring Officer
- c. the Authority's Director of Children's Services
- d. the Authority's Director of Social Services
- e. the officer having responsibility for the administration of the Authority's financial affairs
- f. any officer for whom the Authority's Head of Paid Service is directly responsible; or who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the Authority's Head of Paid Service; or who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the Authority itself or any committee or sub-committee of the Authority.
- g. any officer who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the officers listed at points (a) to (f) above.

The definition of 'Chief Officers' excludes any officer 'whose duties are solely secretarial or clerical or are otherwise in the nature of support services'. Further information on the recruitment to senior and/or specialist roles can be found on the intranet.

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**Manchester City Council  
Report for Information**

**Report to:** Personnel Committee – 13 September 2023

**Subject:** Recruitment to the role of Director of Population Health and Wellbeing (with the statutory responsibilities of the Director of Public Health)

**Report of:** Director of Human Resources, Organisational Development and Transformation (HRODT)

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### Summary

The current Director of Population Health and Wellbeing is intending to retire at the end of the 2023/24 financial year after 14 years in post. This report recognises his outstanding contribution to Manchester City Council and will outline the approach for recruitment to the upcoming vacant post, in line with the guidance from the Department of Health and Social Care. This will be a joint appointment between the Local Authority and the Secretary of State (usually delegated to the relevant Regional Director for the Office of Health Improvement and Disparities).

### Recommendations

The Committee is requested to:

1. Establish a Personnel Sub-Committee for the purposes of this appointment and invite nominations from Personnel Committee to determine its membership.
  2. Agree the recruitment for the role to be at its current substantive grading level of SS4 (£105,566 to £116,346), with the optional inclusion of a market rate supplement up to a fixed maximum of £5,000 to be applied at the discretion of the Director of HRODT (in discussion with the CEX).
  3. Note that as the total remuneration for this role is above £100K the discretion to apply a market rate supplement will need to be agreed by full Council.
  4. Endorse the outlined approach to the recruitment of the Director of Population Health and Wellbeing for Manchester City Council
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**Wards Affected:** All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
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None
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Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Strong leadership is required to ensure the Council delivers on the Making Manchester Fairer programme, addressing health inequalities to tackle social determinants of health (i.e. housing, employment, poverty and debt)
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	N/A
A connected city: world class infrastructure and connectivity to drive growth	N/A

#### Financial Consequences – Revenue

The cost of the post with market rate supplement will be at a maximum of £157,608 including employer on costs. This will be funded from existing Public Health budget.

#### Financial Consequences – Capital

None

#### Contact Officers:

Name: Mark Bennett

Position: Director of Human Resources, Organisational Development & Transformation

E-mail: mark.bennett@manchester.gov.uk

Name: Caroline Powell

Position: Strategic Head of Health and Social Care Workforce

E-mail: caroline.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 above.

Personnel Committee Report of 11 September 2019 - Conditions of Employment and Grading of the Director of Population Health & Wellbeing

## **1.0 Introduction**

- 1.1 The current Director of Population Health and Wellbeing, David Regan, has advised that he intends to retire in March 2024. The Director of Population Health and Wellbeing carries out the statutory functions of the Director of Public Health under Section 73A(1) of the National Health Service Act 2006.
- 1.2 This report sets out the process for recruitment to this Statutory Chief Officer post, and proposes the establishment of a Personnel Sub-Committee to act as the appointment panel. A requirement of this process is for the Council, to act jointly with the Secretary of State in order to appoint a Director of Public Health.
- 1.3 The report would also like to recognise David Regan's contribution to the city of Manchester across the past 23 years, with the last 14 years holding the statutory responsibility of the Director of Public Health within the City Council. It is with David's strong and inspiring leadership that enabled Manchester to navigate through some difficult times, including the COVID-19 pandemic, and to embark on new programmes to reduce inequalities and improve the lives of Manchester residents.

## **2.0 Remuneration**

- 2.1 The current substantive grading level of the Director of Population Health and Wellbeing post is SS4 (£105,566 to £116,346). As a result of the imminent departure of the postholder, benchmarking has been undertaken against core cities and regional comparators, to ensure we are positioning the role appropriately for a successful recruitment episode.
- 2.2 On the basis of the benchmarking, it is proposed to retain the salary of the post in line with its current substantive grading level of SS4, with an optional static market rate supplement of up to £5000 (from the information gathered it is likely that to attract a strong candidate we may need an offer of circa £120K). This would be applied at the discretion of the Director of Human Resources, Organisational Development and Transformation (in discussion with the CEX) based on the calibre of the candidate selected by the panel.
- 2.3 As the total remuneration for this role is above £100K this discretion will need to be endorsed by full Council.

## **3.0 Recruitment and Appointment Process**

- 3.1 There is a standard national appointment process which must be followed for all appointments to roles with the statutory functions of the Director of Public Health. This will operate alongside the stipulations within the MCC Constitution in relation to the appointment of Statutory Chief Officer posts.
- 3.2 This recruitment process will be supported by an Executive Search Company, on which a recommendation has been made and authorised by the Chief Executive.

### 3.3 **Advisory Appointment Committee**

3.3.1 In compliance with the National Health Service (Appointment of Consultants) Regulations 1996 on recruiting to roles with the statutory responsibility of the Director of Public Health, an Advisory Appointment Committee must be set up as the final panel to make recommendations on the appointment to the Leader of the Local Authority. All members of the Advisory Appointment Committee must participate in all elements of the recruitment process, including shortlisting.

3.3.2 The core make up of the Advisory Appointment Committee is set out in legislation and must be chaired by a locally elected member of the Local Authority (usually the Leader) and must also include:

- the Chief Executive
- a Faculty of Public Health Assessor
- Regional Director, Office of Health Improvement and Disparities
- a professional member of the relevant university

### 3.4 **Personnel Sub-Committee**

3.4.1 In addition to the above, the Constitution states that Personnel Committee will establish a committee or sub-committee to act as the appointment panel for the appointment to any Statutory Chief Officer.

3.4.2 To comply with the stipulations set out in the Constitution, it is proposed that the Personnel Sub-Committee forms part of the required Advisory Appointment Committee.

### 3.5 **Job Description and Person Specification and Determining Panel Membership**

3.5.1 The appointed Personnel Sub-Committee are required to review the job description, person specification and advert in line with the Constitution (noting that key aspects of these documents are nationally set, and that the documents must also be agreed by the Faculty of Public Health). The Sub-Committee will also confirm the membership of the final panel (the Advisory Appointment Committee) ensuring compliance with the legislation referenced above (and in conjunction with the Faculty of Public Health).

### 3.6 **Advertisement and Shortlisting**

3.6.2 The agreed advert will be published via normal recruitment channels, as well as The Municipal Journal and the Guardian. The Executive Search Company will support with ensuring the reach of the advert in order to attract the highest calibre of candidates.

3.6.3 All members of the Advisory Appointment Committee will agree a shortlist of candidates from applications submitted.



### **3.7 Interviews and Appointments**

- 3.7.1 Whilst it is mandatory for the Advisory Appointment Committee to be the final panel, it is proposed that there is an additional panel with stakeholders as part of the process.
- 3.7.2 There will be no deselection process between stakeholder panel and final panel (this is a Faculty requirement).
- 3.7.3 If an appointment is made, the process set out in the MCC Constitution will be followed. This will be done in conjunction with the Faculty of Public Health Assessor who will notify the Faculty of Public Health of the outcome of the panel.

### **4.0 Recommendations**

- 4.1 The recommendations are outlined at the beginning of the report

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