



Personnel Committee

Date: Wednesday, 16 October 2019
Time: 10.10 am (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 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

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 of the last meeting**
To approve as a correct record the minutes of the meeting held on 11 September 2019. 5 - 6
- 5. Employment Policy - Domestic Abuse**
The report of the Interim Director of HR & OD is enclosed. 7 - 28
- 6. Director of Commercial and Operations**
The report of the Chief Executive is enclosed. 29 - 36

Information about the Committee

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

Smoking is not allowed in Council buildings.

Joanne Roney OBE
Chief Executive
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Further Information

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

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This agenda was issued on **Tuesday, 8 October 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

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Personnel Committee

Minutes of the meeting held on 11 September 2019

Present: Councillor Ollerhead (Chair) – in the Chair

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

Apologies: Councillor Leese

PE/19/21 Minutes

Decision

To confirm the minutes of the meeting held on 24 July 2019 as a correct record.

PE/19/22 Conditions of Employment and Grading of the Director of Population Health & Wellbeing

In July the Committee had examined and approved the key changes arising from the Phase 2 review of Manchester Health and Care Commissioning (MHCC) partnership including the change of deployment for 32 Manchester City Council employees from MHCC to Manchester Local Care Organisation (Minute PE/19/20). A report now submitted by the Chief Executive explained that it had not been possible, at that time, to also look at the changes needed to the Director of Population Health and Wellbeing post, which was now before the committee for consideration.

The report described the history of the post. The post had transferred into the Council from the NHS in April 2013. At that time it had been graded according to NHS terms and conditions, and paid at the NHS “Director of Public Health” grade. Since then the post had fallen behind increases in NHS pay scale changes.

In 2017 the post had been re-designated as Director of Population Health and Wellbeing. As the integration of HNS and Council services had proceeded further responsibilities had been added to the role, including the Manchester Health and Care Commissioning (MHCC) Nursing and Safeguarding services following the departure of the MHCC Nursing and Safeguarding Director.

The report explained that the post had vital collaborative role that combined the Council’s Public Health responsibilities and the NHS commissioning responsibilities. The post could therefore have been fully assimilated into the Council’s senior grading structure, or continue to operate under NHS terms and conditions and grades. It was proposed and agreed that the future of the role should be within the Council’s senior management, which therefore required it to be evaluated in accordance with the Council’s job evaluation scheme. That evaluation had led to the proposed grade of SS4.

The report then examined the implication of those changes on the existing post holder, and how the post holder should be assimilated into the SS4 grade. Those assimilation proposals were agreed.

At the meeting it was clarified that the report and the recommendations addressed two separate issues: the grade the Council should assign to the post from this time on within the management structure; and how the existing post holder should now be assimilated into that grade structure. The second of these only being pertinent at this meeting as post had not previously been included in the Council's senior management pay grade structures.

It was noted that Manchester Clinical Commissioning Group was going to make an additional annual payment to the post holder.

No Trade Union comments had been submitted for the item. The Committee agreed the proposals.

Decisions

1. To recommend to Council that the post of Director of Population Health & Wellbeing post is remunerated at Grade SS4 (£95,953 - £105,940) and assimilated to local government Chief Officer JNC terms and conditions of employment.
2. To recommend to Council that the post holder be assimilated at the maximum point of SS4 (£105,940) to reflect both the current market rate for Directors of Public Health and to provide for a greater level of parity with other Manchester Health & Care Commissioning Executive Directors.
3. To note that on the Manchester Health and Care Commissioning (MHCC) structure the title of the post holder is Executive Director Population Health, Nursing and Safeguarding MHCC to reflect the wider role within the MHCC partnership.
4. To recommend that the Council notes and approves the intention of Manchester Clinical Commissioning Group (MCCG) to separately and independently make a direct additional payment of £5000 to the individual in respect of specific additional responsibilities that will be undertaken by the post holder on behalf of MCCG within the Manchester Health & Care Commissioning partnership.

Manchester City Council Report for Resolution

Report to: Personnel Committee - 16 October 2019

Subject: Employment Policy - Domestic Abuse

Report of: Interim Director of HR & OD

Purpose of Report

This report presents to Personnel Committee a revised policy in relation to the Council's approach to supporting staff members who are subject to or affected by Domestic Abuse. The draft policy strengthens the organisational commitment to supporting employees experiencing domestic abuse and aligns this with the Council's 'Delivering Differently' Domestic Violence and Abuse Strategy.

This revised document updates the existing policy agreed in 2016 to reflect changes in best practice and learning over the last three years. The refreshed policy has been developed in consultation with the Council's Community Safety Team.

Recommendation

The Committee is requested to approve the implementation of the revised policy as detailed within and appended to this report.

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:

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Background documents (available for public inspection):

Employee Domestic Abuse Policy: Personnel Committee 2 March 2016.

[Manchester's 'Delivering Differently' Domestic Violence and Abuse Strategy](#)

1. Background

- 1.1 The Council's existing Domestic Violence and Abuse policy was produced in March 2016 and has provided a solid framework to support employees who are affected by domestic abuse over the last three years. Over recent months work has taken place to review this policy in order to ensure that it is fit for purpose, aligns with best practice externally, takes into consideration feedback from employees and is aligned with the Council's own policy position in this area with regard to supporting Manchester residents. The revised policy has been developed in consultation with the relevant specialist teams across the Council.
- 1.2 Tackling domestic violence and abuse has been a key priority for Manchester for many years and as a city Manchester has had, and continues to have, a zero tolerance approach. Manchester believes that it is everyone's responsibility to stop domestic violence. In 2017/18, there were 8,174 incidents of domestic abuse recorded in Manchester with this figure increasing to 8,484 2018/19. - 'Delivering Differently' is Manchester's Domestic Violence and Abuse Strategy (2016-2020) and in reviewing the Council's policy position in relation to employees here Officers have been cognisant of ensuring this aligns the Council as an exemplar employer with this approach.
- 1.3 Domestic abuse can have a devastating and long-term impact on the victim and can affect morale, health, wellbeing and self-confidence for many years into the future. Such abuse can have both direct and indirect workforce implications and, as a caring and supportive employer, it is the Council's responsibility to assist and support individuals who are impacted by domestic abuse. This duty of care extends also to those who are caring for or supporting family members or friends who are abuse victims.
- 1.4 The Council is committed to ensuring that any employee who experiences domestic abuse can raise the issue at work, without fear of stigmatisation or victimisation, and will receive appropriate support and assistance.
- 1.5 Furthermore it is important that the Council sets out a clear position in relation to employees who are perpetrators of domestic abuse which balances a clear zero tolerance policy with the provision of advice and support regarding the appropriate services available.

2. Proposed Policy Revisions

- 2.1 Whilst the principles established in the previous Domestic Violence and Abuse policy are still sound, the revised policy amended reflects a number of changes to strengthen the Council's approach here. In summary these changes include:
 - **Expanding the definition of domestic abuse** - The definition within the policy has been developed to include stalking and harassment which reflects current best practice within comparable policies and aligns with the Council's own definition.

- **The Serious Crimes Act 2015** - This act has been referenced to ensure the policy is cognisant with all current legislation.
 - **Clarify and strengthen our approach to the use of special leave** - The link between domestic abuse and the special leave policy has been strengthened to align the Council's position with identified best practice. Services are encouraged to authorise paid special leave to assist victims in making necessary arrangements and the policy makes clear that this support should be offered flexibly and freely and not only in exceptional circumstances.
 - **Removal of monitoring form and introduction of managers checklist** - Following feedback from Managers, HR and the Community Safety Team and review against the requirements of GDPR the existing arrangement for a manager to log information on any disclosure of domestic abuse with HR has been revised. This has been replaced by an updated manager checklist and clear guidance on where, when and how any referral should be made where there are concerns about either an employee's safety or a third party.
 - **Clear and unambiguous processes for supporting employees who are experiencing domestic abuse and for employees who are perpetrators** - Whilst the policy position in this area has not changed substantively the language has been strengthened and clarified to ensure it is fully accessible.
- 2.2 In support of the revised Policy comprehensive guidance has been created to assist managers in supporting employees who are experiencing domestic abuse. As well as user-friendly information on how to support employees in a range of different circumstances this guidance includes information and signposting to a range of relevant local and national support services. This guidance will evolve as feedback is received from managers and best practice emerges.
- 2.3 Over the coming weeks HR will continue to work with the Community Safety Team to develop and strengthen communication and training in relation to the revised Policy and supporting guidance.
- 3. Comments from Director of HROD**
- 3.1 The revised policy and associated guidance provides an updated framework which will act to support employees to feel confident that they will be supported, should they experience domestic abuse. - The development of this policy demonstrates the Council's own commitment as an employer to supporting the principles of the City's Delivering Differently' Domestic Violence and Abuse Strategy.
- 4. Comments from Trade Unions**
- 4.1 To follow

5. Conclusion

- 5.1 A draft updated policy on domestic abuse is appended below. As noted above this has been developed reflective of the feedback received to strengthen the support available to employees who have or are experiencing domestic abuse. The policy has been subject to an Equality Impact Assessment.
- 5.2 Members are asked to approve the appended domestic abuse policy.

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Domestic Abuse Policy

HR Policy

HROD

October 2019



MANCHESTER
CITY COUNCIL

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Document Control

Date effective from	October 2019	Owner	HR Policy, HROD
Approval Date	16 October 2019	Approval By	Personnel Committee
Review date	Three years from the date of approval (or earlier where there is a change in the applicable law)		

Introduction

- 1.1** The Council is committed to ensuring the health, wellbeing and safety of its employees. Any employee who experiences domestic abuse should be able to raise the issue at work, without fear of stigmatisation or victimisation. Employees should be appropriately supported within the workplace and guided to access any advice and specialist services they may need.
- 1.2** The Council recognises that domestic abuse occurs in every social class and across all age groups, regardless of gender, sexuality, disability, race or religion.
- 1.3** The Council's commitment here extends to assisting employees who may need to provide support to a family member or close friend who is experiencing such abuse.
- 1.4** The Council believes that all forms of domestic abuse are unacceptable and is committed to providing a safe and secure working environment for all employees.
- 1.5** This policy adopts the same principles as Manchester's 'Delivering Differently' Domestic Violence and Abuse Strategy, which aims to reduce the number of incidents of domestic abuse in Manchester by 2020 and increase the safety of those experiencing domestic abuse.
- 1.6** The Council is committed to ensuring that all employees, not just those experiencing domestic abuse, are aware of its position in this area, including the implications for employees who are perpetrators of domestic abuse.
- 1.7** This policy is supported by detailed guidance.

Scope

- 2.1** This policy covers employees of Manchester City Council, excluding staff directly employed by schools.

Aims

- 3.1** Through the application of this policy and the associated supporting guidance the Council aims to:
- Ensure that all employees who ask for help in addressing domestic abuse issues are able to access appropriate advice and support.
 - Ensure that all managers can access guidance on how to support and assist employees asking for help in relation to domestic abuse and are aware of how to support and advise employees who may be perpetrators of domestic abuse.
 - Provide confidence to employees seeking assistance that their situation will be handled sympathetically and confidentially.
 - Reduce absence from work resulting from domestic abuse and have a positive impact on employees' mental and physical health and wellbeing. This includes staff who are supporting family members with domestic abuse.

Legal Obligations

4.1 The Council understands that all of its employees have the right to feel safe within their working environment. The Council recognises its legal responsibilities in promoting the health, safety and well-being of its employees in line with the:

- Health and Safety at Work Act 1974
- Serious Crime Act 2015
- Human Rights Act 1998
- Local Government Act 2000
- Crime and Disorder Act 1998
- Domestic Violence, Crime and Victims Act 2004.

Definition of Domestic Abuse

5.1 The Council adopts the definition of domestic abuse outlined by the Home Office which makes clear that domestic abuse relates to any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass but is not limited to the following types of abuse:

- physical
- emotional
- psychological
- sexual
- financial

This definition includes honour-based abuse, female genital mutilation and forced marriage, and is clear that victims are not confined to one gender, religion or ethnic group.

What constitutes domestic abuse is commonly misunderstood, and it is important to remember that no single act defines it; there are a wide range of activities and behaviours that amount to domestic abuse which are often dangerous and can be life-threatening.

Some examples of these are:

5.2 Controlling behaviour

This is a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

5.3 Coercive behaviour

This is an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.

5.4 Harassment

This is a crime involving behaviour that takes place more than once, and the perpetrator's actions must have an unwanted effect on the victim.

Under the Protection from Harassment Act 1997, it is an offence for a person to pursue a course of conduct that amounts to harassment of another person, and that they know (or ought to know) amounts to harassment. The Act defines harassment and states: "References to harassing a person include alarming the person or causing the person distress." A 'course of conduct' in the case of harassment of a single person must involve conduct on at least two occasions.

5.5 Stalking

There is no specific legal definition of stalking. However, it is helpful to know that in cases of stalking there is a pattern of unwanted, fixated and obsessive behaviour which is intrusive. It can include harassment that amounts to stalking or stalking that causes fear of violence or serious alarm or distress.

Support for Employees who are Experiencing Domestic Abuse

6.1 The Council will provide support to employees who are or have experienced domestic abuse or who are supporting a friend or family member who has experienced domestic abuse. Those providing support should address the issue sympathetically ensuring that the employee is aware that support and assistance is available where requested.

6.2 The Council will endeavour to create an environment which supports disclosure and reassures employees that they will be listened to and supported. Those supporting employees should also be aware that, typically, an individual who is experiencing domestic abuse will experience abuse for a considerable time before feeling able to disclose this to someone.

6.3 Managers are expected to signpost and encourage employees to access the sources of support available to them. These may include: access to the Employee Assistance Programme, access to counselling, referral to appropriate domestic abuse services and discussing any safeguarding concerns.

Other support options that will be considered on a case by case basis are:

- Temporary or permanent changes to working times and patterns.
- Changes to specific duties, for example to avoid potential contact with an abuser.
- Measures to ensure a safe working environment, for example changing a telephone number to avoid harassing phone calls.
- Using other existing policies, including Flexible Working.

6.4 The Council recognises that employees may need to take time off from work to make arrangements or attend relevant appointments, including attending medical appointments and counselling; attending legal proceedings and arranging housing or childcare. Where appropriate, managers should support the use of paid special leave in line with the Council's Special Leave Policy.

6.5 Employees should be provided time during work to contact any support service they require. Please see the Managers Checklist for further information.

- 6.6** All advice, information and support will remain confidential. No information or documentation will be disclosed without the express consent of the employee unless there is an immediate child protection or vulnerable adult safeguarding concern, in which case a referral to the appropriate child or adult safeguarding hub of the relevant borough may be necessary.
- 6.7** In cases where the employee has expressed a safeguarding concern or where the incident may impact their job role or responsibilities, the HR Casework team must be informed.
- 6.8** If you are concerned that the employee is at risk of significant harm from Domestic Abuse, then the [Manchester Domestic Abuse Advice and Referral Form](#) should be completed and sent to communitysafety@manchester.gov.uk. This will be screened and uploaded for consideration at the Multi Agency Risk Assessment Conference (MARAC).
- 6.9** In cases where a safeguarding concern has been identified or an incident of Domestic abuse with the employee may conflict with their job role or responsibilities, the HR Casework team must be informed.
- 6.10** For further information on the support available, please see the Domestic Abuse Guidance and the contact information sheet.

Perpetrators of Domestic Abuse

- 7.1** The Council will treat all employees who disclose committing domestic abuse sensitively and fairly. Advice should be sought from the HR Casework Team in all circumstances.
- 7.2** Domestic abuse is in contravention of the Employee Code of Conduct and may be subject to disciplinary action, which if proved may lead to dismissal. Where a perpetrator makes a disclosure of committing domestic abuse, a risk assessment must be completed, taking into account:
- The nature of the disclosure;
 - Job role – the impact of the employee’s actions on their duties and responsibilities;
 - Any safeguarding issues that arise;
 - The employee’s work location;
 - The impact on the victim or his/her dependents; and
 - Whether the employee has voluntarily sought help to deal with the issue.
- 7.3** Employees who disclose having committed domestic abuse will be offered advice and support regarding appropriate services available. Please see the contact information for full details.
- 7.4** All employees should be aware that domestic abuse is a serious matter that could also lead to criminal convictions.
- 7.5** In cases where both the victim and the perpetrator of domestic abuse work in the organisation, advice should be sought from the HR Casework team immediately and the appropriate action will be taken.

- 7.6** All advice, information and support provided by managers and the HR Casework team will remain confidential. No information or documentation will be disclosed without the express consent of the employee unless there is an immediate child protection or vulnerable adult safeguarding concern, in which case a referral to the appropriate child or adult safeguarding hub of the relevant borough may be necessary or unless a disciplinary process has been initiated, in which information will be shared in line with the disciplinary policy.

Domestic Abuse Managers Checklist

HROD Policy Team
HROD
October 2019



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This checklist should be used when an instance of domestic abuse has been reported to you. This may be used as a tool to monitor the instances of domestic abuse and the support measures you put in place. The checklist can be used in future meetings with your employee to assess whether the measures are sufficient or if further support is required. You must ensure that you listen and respond in a sensitive and non-judgmental manner.

Confidentiality

Agree with the employee who should be informed, this may include other service managers, security and other colleagues. All information must be kept in strict confidence (subject to the requirements of child protection or a vulnerable adult safeguarding concern where a safeguarding referral must be made (see below) or where there is a risk of death or serious injury where the HR Casework team must be informed immediately)

Complete in all circumstances

Signpost, and encourage the employee to seek help and advice from specialist Domestic Abuse agencies. Details can be provided in the Useful Contact Information.

Consider if a temporary or permanent change to work location is required. If a permanent change is required please seek further advice from the HR Casework team.

Consider if a temporary or permanent change to job roles and responsibilities is required. If a permanent change is required please seek further advice from the HR Casework team.

Consider whether there are children or vulnerable adults at risk living in the household. If this is the case then a referral must be made to the child or adults safeguarding hub for the borough where your employee resides. You can find this information by accessing the boroughs individual website.

Discuss all actions you are taking with the employee and explain the reasons for them.

If the Employee is experiencing Domestic Abuse

Discuss with the employee whether there is any risk to their safety at home and or at work.

Should there be a risk to the safety of the employee at work, a description of the perpetrator should be shared with security.

If there are concerns about the safety of the employee or any immediate family members at home, complete the Manchester Domestic Abuse Advice and Referral Form and send to communitysafety@manchester.gov.uk. The HR Casework Team should also be informed for further guidance.

If there are any concerns about the employee's safety at work, you must contact Health and Safety or 0161 234 1897 so a risk assessment can be undertaken and actions put in place to minimise risks to the employee.

With consent from the employee, inform colleagues they should not divulge information of the employees work appointments, locations etc, as this may compromise their safety.

Record any incidents of harassment or unwanted contacts at work through the Council's Violent Incident Report Form (includes verbal and physical).

Consider a review of car parking and travel arrangements for the employee where relevant.

Contact the HR Casework team so they can discuss the incident and advise on what steps to follow. This may lead to disciplinary action.

Domestic Abuse Services Contact Information

HROD Policy Team
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Name	Description of Service	Contact Information
Advisory Services		
National Domestic Violence Helpline	The Helpline can give support, help and information over the telephone, wherever the caller might be in the country . The Helpline is staffed 24 hours a day by fully trained female helpline support workers and volunteers. All calls are completely confidential. Translation facilities for callers whose first language is not English, and a service for callers who are deaf or hard of hearing are available.	www.nationaldomesticabusehelpline.org.uk 0808 2000 247 (24 hours)
Independent Domestic Violence Advice Service (IDVA)	IDVA services are located in every local authority area and typically provide specialist professional advice, information and housing related support and safety planning to survivors of domestic violence and abuse. Their advice and support is based on a thorough understanding and assessment of risk to the victim and their family.	For employees living in Greater Manchester access is via the Women's Domestic Abuse Helpline, 0161 636 7525 or via End the Fear at www.endthefear.co.uk For information about IDVA services in other areas the National Domestic Abuse Helpline 0808 2000 247 will be able to assist
Women's Domestic Abuse Helpline, Independent Choices	Independent Choices provides the Domestic Abuse Helpline for Greater Manchester . The Helpline is confidential and callers do not have to give their name. The Domestic Abuse Helpline is a safe space for victims to talk through what is going on at the moment and give them the options that are available to them. Independent Choices can also assist with information and support available for employees who live in other local authority areas outside Greater Manchester The service also offers a Community Helpline Language Service that provides advice and support in Urdu and Punjabi, and access to a dedicated Independent Domestic Violence Advice Service service for lesbian, gay, bisexual, and transgender+ people who are experiencing domestic abuse	www.domesticabusehelpline.co.uk 0161 636 7525 Monday to Friday 10am – 4 pm excluding bank holidays
End the Fear	Provides online information, advice and support for anyone experiencing, or supporting someone who is experiencing Domestic Violence and Abuse in any borough within Greater Manchester . This includes dedicated pages that offer advice, help and support to young people.	www.endthefear.co.uk
Greater Manchester Victims Services	Advice, support and signposting to specialist services for anyone in Greater Manchester who has been a victim of crime, anti-social behaviour or exploitation	www.gmvictims.org.uk 0161 200 1950 Monday to Friday 8am - 8pm Saturdays 9am -5pm. The support line is closed on Sundays and bank holidays.

St Mary's Sexual Assault Referral Centre	Provides advice, support and services for anyone who has been raped or sexually assaulted	Appendix 1, Item 5 www.stmaryscentre.org 0161 276 6515 (24 hours)
Galop	National service that provides advice and information to people who identify as LGBT+ and are experiencing domestic abuse	www.galop.org.uk 0800 999 5428 Monday and Tuesday 10am – 5pm Wednesday and Thursday 10am – 8pm Friday 10am – 5pm Tuesday 1pm – 5pm - trans specific service. Online chat: Wednesday and Thursday 5pm - 8pm
The Forced Marriage Unit at the Foreign and Commonwealth Office	National service providing help, support and advice for people who are being (or have been) forced or coerced into a marriage.	020 7008 0151 Monday to Friday 9am - 5pm
Men's Advice line	National service providing a confidential helpline for men experiencing domestic violence from a partner or ex-partner (or from other family members). They offer emotional support, practical advice and signposting to other specialist services	www.mensadvice.org.uk 0808 801 0327. Monday to Friday 9am - 5pm
Samaritans	National service providing confidential emotional support to anyone in emotional distress, struggling to cope or at risk of suicide, anywhere in the UK	www.samaritans.org freephone 116 123 (24 hours)
Survivors UK	National service providing advice and support for men affected by sexual abuse	www.survivorsuk.org 0845 122 1201 Monday to Friday 9.30am - 5pm

Accommodation Services

The following services relate to residents within the city of Manchester.

Homelessness Service	For emergency accommodation in Manchester	0161 234 4692 Monday to Friday 9am - 4.30pm Out of Hours - 0161 234 5001(after 4.30pm)
Manchester Women's Aid	Provides safe and confidential temporary accommodation and a range of other support services	www.pankhursttrust.org 0161 660 7999 Monday to Friday 9.30am - 4.30pm
Saheli Asian Women's Refuge	Saheli Asian Women's Project provides temporary accommodation, advice, information and support services to Asian women and their children fleeing domestic abuse and/or forced marriages and is based in Manchester.	www.saheli.org.uk 0161 945 4187 Monday to Friday 9am - 5.00pm

For information about similar services in other local authority areas the Women's Domestic Violence Helpline (0161 636 7525) or the National Helpline (0808 200 2472) will be able to advise on what is available and how to

access it. These helplines can also offer support in finding suitable refuge space in other local authority areas where none is available in the employee's own area or where it is not safe to be accommodated in that area, even in an emergency.

Police

Police	If you are a victim of, or witness to Domestic Violence and Abuse, or have concerns regarding a victim of Domestic Violence and Abuse, there are several ways you can report this.	If you find yourself in a situation where you are in immediate danger, phone 999 Otherwise ring the Police on 101 or visit the website of your local police force for further information
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Services Available to Perpetrators of Domestic Abuse

End the Fear	Provides online information and signposting for people in any borough of Greater Manchester who are concerned about their behaviour towards their partner and its impact on them and/ or their children	www.endthefear.co.uk
Respect	The Respect Phonenumber is a confidential, national helpline, email and webchat service for perpetrators of domestic violence looking for help to stop. They help male and female perpetrators, in heterosexual or same-sex relationships. Partners or ex-partners of perpetrators, as well as concerned friends and family members and Frontline Workers are also welcome to contact them for information, advice and support.	www.respect.uk.net 0808 802 4040 Monday to Friday 9am - 5pm
Bridging to Change Domestic Violence Prevention Programme	Bridging to Change is a Respect accredited self-referral programme for men in Manchester who have been violent and/or abusive towards their intimate female partners and who wish to address and change their abusive behaviour. An integrated support service, with women workers, is offered to partners or ex-partners of men on the programme.	www.talklistenchange.org.uk 0161 872 1100 Monday to Thursday 9am - 9pm Friday 9am - 1pm 5.30pm - 9pm

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 16 October 2019

Subject: Director of Commercial and Operations

Report of: Chief Executive

Purpose of Report

This report sets out proposals to realign senior capacity as part of the new arrangements to support the senior leadership within the Council.

This report seeks approval to redesignate and regrade the post of Operations and Commissioning Director in the Neighbourhoods Directorate to Director of Commercial and Operations. The change in grade reflects the increase in responsibilities, as set out in the main body of the report.

Recommendations

The Committee is requested to:

1. Approve the redesignation of the role of Head of Commissioning and Delivery to Director of Commercial and Operations.
 2. Recommend that the Council approves the regrade of the Director of Commercial and Operations from SS3 (£78,715 - £87,217) to SS4 (£95,953 - £105,940) and agrees to appointment at a salary of £105,940.
-

Wards Affected:

All

Financial implications for the revenue and capital budgets

Revenue budget consequences - The increased cost arising from the proposed changes in this report are c£25k and it is proposed that the increased costs will be funded from within existing budgets.

It is anticipated that going forward the postholder will help grow and further develop the commercial activity undertaken by the Council and this will produce benefits for the revenue budget that will be considered as part of future budget planning.

Capital budget consequences - There are no capital budget consequences arising directly from this report.

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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.

Personnel Committee 26 June 2019: Neighbourhoods Directorate - Senior Management Capacity

1. Background

- 1.1 The Neighbourhoods Service and delivery model was established in 2015 following a detailed service redesign comprising:
- Commissioning and Delivery
 - Compliance and Community Safety
 - Libraries, Galleries and Culture
- 1.2 The role of Head of Commissioning and Delivery was created to ensure that the commissioning strategy for the Neighbourhoods Service is effectively delivered, taking account of both value for money and the quality and effectiveness of the services being delivered, however this has evolved over time and the breadth and span of responsibility has increased, particularly over the course of this year.
- 1.3 The Council operates a scheme which looks at four key characteristics within the job, to assist Personnel Committee, and Council, where appropriate, ascertain the correct grade for senior posts:
- (i) Knowledge
 - Technical depth
 - Breadth and diversity of service managed, including integration with other organisations
 - (ii) Challenge and discretion
 - Nature and variety of problems
 - Planning timescales and scope to develop new solutions ·
 - (iii) Impact
 - Nature of impact - effect of job across the organisation and community
 - (iv) Responsibility for resources · e.g. resources managed.

2. Current Duties

- 2.1 Originally, the purpose of the role of Head of Commissioning and Delivery was to:-
- Provide strategic leadership and management to the Commissioning and Delivery function of The Neighbourhoods Service.
 - Manage, deploy and co-ordinate all resources in a well-planned and controlled manner, ensuring that service requirements and resource levels are fully identified.
 - Develop linkages and greater coordinated working both within the service and with other services and key stakeholders to ensure that the service contributes to the development and delivery of key priorities with regard to service development and strategic direction.
 - Take lead responsibility for advising elected Members, Committees, services and other stakeholders on matters relating to their service area.
- 2.2 In a report to this Committee in June 2019, it was noted that the Head of Commissioning and Delivery additionally assumed responsibility for Manchester Contracts Service (Highways) and line management responsibility

for the Strategic Lead for Waste, Recycling and Cleansing within the existing Grade for the post, which was set at SS3.

3. Proposal

- 3.1 Since the last report in June, the role of Head of Commissioning and Delivery has continued to expand, in particular on the commercial-side, therefore it is proposed to redesignate the role as Director of Commercial and Operations.
- 3.2 The Director of Commercial and Operations will continue to report to the Strategic Director Neighbourhoods, however the post will have a corporate dimension, with attendance at Commercial Board, Capital Strategy Board and Climate Board, to support greater connectivity across key priorities.
- 3.3 This revised role will act as Strategic and senior client lead for specific commercial and contractual developments to deliver the best outcomes for the city. Working across Council the role will enable innovative and creative approaches to generate new ideas and thinking to develop new and sustainable commercial opportunities within the city. The role will take a longer term approach to delivering the best outcomes for the city, contributing to the challenging carbon reduction targets and ensuring effective engagement with Executive Members and other key stakeholders.
- 3.4 In particular, this role will lead on the development and delivery of the Civic Quarter Heat Network, ensuring that the project is and remains commercially viable, including the consideration of how it can be made to work with residential developments. This will include responsibility for exploring the possibility for establishment of a new “energyco” that could potentially sell heat and power to commercial and residential consumers.
- 3.5 There will be increased focus on working across the Council to drive both existing and new commercial development opportunities to diversify, broaden and deepen the range of sources of income to support the Council's revenue position. The postholder will be expected to develop such opportunities against a corporate context that is set out within the Council's Corporate Plan ensuring that existing and new sources of income are derived from initiatives that reinforce and support the delivery of that Plan, giving due consideration to corporate and capital strategy, growth, development and the environment.
- 3.6 A further responsibility is to maximise commercial opportunities arising from the new leadership roles in Neighbourhoods as per the report to this committee on 26 June 2019, referenced in paragraph 2.2 of this report. This will include highways, creating new income streams, which would include the potential development of electric vehicle charging infrastructure along with commissioning the new off street parking arrangements to both create a new revenue stream and support the low carbon priorities within the Corporate Plan.
- 3.7 This role will provide the commercial leadership on such opportunities going forwards and develop and lead the appropriate client function required to

effectively manage and maximise the returns from the complex arrangements such as the Heat Network, off street parking and digital infrastructure, which will be funded through the income generated from these arrangements.

4. Conclusion

- 4.1 The proposal contained in this report is a cost-effective means of allowing the Council to consolidate arrangements for managing existing and identifying new commercial development opportunities, whilst ensuring appropriate corporate engagement and governance, without creating a new, bespoke post.

5. Comments from Director of HROD

- 5.1 The post of Head of Commissioning and Delivery was evaluated at Grade SS3 in 2017. The current postholder assumed responsibility for Manchester Contracts and the line management of the Strategic Lead for Waste, Recycling and Cleansing earlier this year. Subsequent to this the postholder has been undertaking the commercial development work described in this report to a high standard.
- 5.2 In line with the Council's pay policy, the revised role has been evaluated using the LGA National JE Scheme for Chief Officers/Senior Managers, which places it in band SS4.
- 5.3 The scheme of delegation to Officers in the Council's Constitution provides for the Chief Executive to agree in consultation with the Leader, starting salaries (within the range determined by the Council) on appointment of Chief Officers and for any assimilations into revised grades if the Chief Officer's post is re-graded.
- 5.4 The postholder has demonstrated a unique skill set which complements the role as this has continued to evolve and this has enabled the organisation to make significant progress, without the need to create an additional post. On this basis, and given the circumstances set out above, it is proposed that the postholder be assimilated into the newly redesignated and regraded post of Director of Commercial and Operations at £105,940 (spine point 45) within Grade SS4. As the proposed salary for the post on appointment is over £100k, additionally approval from Council needs to be sought.

6. Comments from Trade Unions

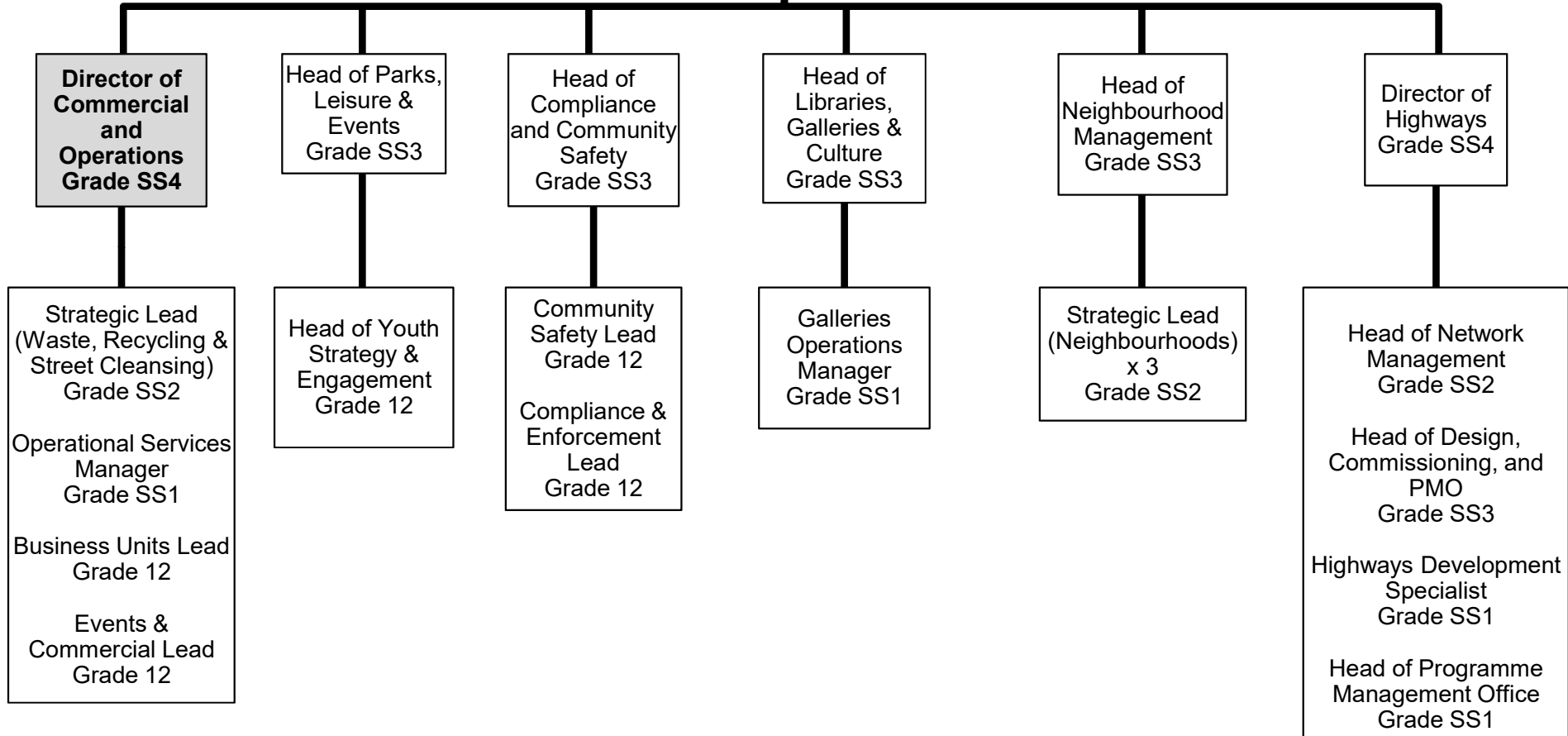
- 6.1 To follow

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**Appendix 1
Proposed Structure**



Fiona Worrall
Strategic Director
(Neighbourhoods)
Grade SS5



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