

## AGENDA FOR

## CABINET

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**To: All Members of Cabinet**

**Councillors** : D Jones, A Simpson (Deputy Leader and Cabinet Member Health and Wellbeing), S Briggs (Cabinet Member for Communities), E O'Brien (Cabinet Member Finance and Housing), A Quinn (Cabinet Member for Environment), T Tariq (Cabinet Member for Children and Families) and J Black (Cabinet Member for Corporate Affairs and HR)

Dear Member/Colleague

### **Cabinet**

You are invited to attend a meeting of the Cabinet which will be held as follows:-

<b>Date:</b>	Monday, 23 September 2019
<b>Place:</b>	Meeting Rooms A&B, Bury Town Hall
<b>Time:</b>	6.00 pm
<b>Briefing Facilities:</b>	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
<b>Notes:</b>	

## **AGENDA**

### **1 APOLOGIES FOR ABSENCE**

### **2 DECLARATIONS OF INTEREST**

Members of Cabinet are asked to consider whether they have an interest in any of the matters of the Agenda, and if so, to formally declare that interest.

### **3 PUBLIC QUESTION TIME**

Questions are invited from members of the public present at the meeting about the work of the Council and the Council's services.

Approximately 30 minutes will be set aside for Public Question Time, if required.

### **4 URGENT BUSINESS - BURY FC UPDATE REPORT *(Pages 1 - 6)***

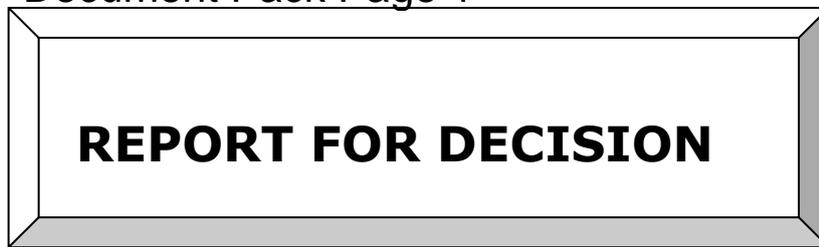
Following publication of the agenda the leader has agreed that an additional urgent item of business will be considered.

### **5 EXCLUSION OF PRESS AND PUBLIC**

To consider passing the appropriate resolution under Section 100 (A)(4), Schedule 12(A) of the Local Government Act 1972, that the press and public be excluded from the meeting for the reason that the following business involves the disclosure of exempt information as detailed against the item.

### **6 APRIL CABINET REPORT - UPDATE *(Pages 7 - 112)***

Report from the Leader of the Council, Councillor David Jones is attached.



<b>DECISION OF:</b>	<b>Councillor David Jones, Leader of the Council</b>
<b>DATE:</b>	<b>23 September 2019</b>
<b>SUBJECT:</b>	<b>Support to Forever Bury, the official Supporters' Trust of Bury FC</b>
<b>REPORT FROM:</b>	<b>The Chief Executive</b>
<b>CONTACT OFFICER:</b>	<b>Geoff Little, Chief Executive</b>
<b>TYPE OF DECISION:</b>	<b>CABINET</b>
<b>FREEDOM OF INFORMATION/STATUS:</b>	This paper is within the public domain
<b>SUMMARY:</b>	The report provides an update on the Council motion passed on 11 September. It also seeks approval to the Council's role as a member of the Rescue Board for Bury FC, together with endorsement to support Forever Bury by working with the Greater Manchester Combined Authority on the bid process.
<b>RECOMMENDED OPTION</b>	<p>Cabinet approves the Council's role as a member of the Rescue Board for Bury FC.</p> <p>Cabinet endorses the support to the Supporters' Trust of Bury FC by working with the Greater Manchester Combined Authority on the bid process.</p>
<b>IMPLICATIONS:</b>	
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework? <b>Yes</b>
<b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b>	<p>There are no material financial implications to the Council.</p> <p>Mike Woodhead</p>
<b>Equality/Diversity implications:</b>	None.

<p><b>Considered by Monitoring Officer:</b></p>	<p>The Council has a wide general power of competence to do anything an individual may do which is not prohibited by law (Section 1(1) of the Localism Act 2011). This enables the Council to participate as a member of the Rescue Board for Bury FC and support the Supporters' Trust which, if successful, will contribute to the social and economic well-being of the Borough. The decision must be reasonable in that Members must have regard to all relevant matters and must disregard from consideration any irrelevant or collateral matters.</p> <p>Members must also be mindful of declaring any relevant interests in this matter unless they are insignificant or shared with other members of the public generally.</p>	<p>JH</p>
<p><b>Wards Affected:</b></p>	<p><b>Redvales</b></p>	
<p><b>Scrutiny Interest:</b></p>	<p>No.</p>	

**TRACKING/PROCESS**

**DIRECTOR:**

<p>Joint Executive Team</p>	<p>Cabinet Member/Chair Briefed</p>	<p>Ward Members (if necessary)</p>	<p>Partners</p>
	<p>19.9.19</p>		
<p>Scrutiny Committee</p>	<p>Other Committee</p>	<p>Council</p>	<p>Comms</p>

**1.0 BACKGROUND**

- 1.1** The English Football League (EFL) Board, on 27 August 2019, determined that Bury FC's membership of the EFL should be withdrawn.
- 1.2** The Club has been suffering from financial problems for a number of years.
- 1.3** Many clubs in the lower league professional football structure (the Championship and Leagues 1 and 2) have been suffering from financial duress. The problems of Championship clubs falling out of the Premier League and losing access to parachute payments (two years of Premier League money to enable adaption) attract the most media. This happened with both Bolton and Portsmouth. There are also many lower-league clubs which have struggled with combinations of the cost of football contracts, the challenge of managing old and capital hungry stadiums and an environment where competing clubs 'risk' capital in pursuit of higher revenues secured through promotions.

- 1.4** A winding-up petition was originally brought by the Clubs former Head Coach and was taken on by the HMRC. The winding-up order was dismissed by the Court on the 31<sup>st</sup> July. This allowed Bury FC the opportunity to implement a CVA which had been agreed with the approval of its creditors on the 18<sup>th</sup> of July. The creditors including the HMRC approved an arrangement which saw the football creditors being paid in full and unsecured creditors receive 25% of the money they are owed.
- 1.5** The CVA (a company voluntary arrangement) is a mechanism used by limited companies to continue trading whilst they are insolvent, this can only be done with the agreement of the creditors who will only agree to such a mechanism because it gives them a prospect of receiving at least a portion of their outstanding debt.
- 1.6** With a CVA in place the club were given a deadline by the EFL to demonstrate that it had the funds to meet both its existing debts and could cover the running costs for the upcoming season, or, that a credible takeover negotiation was in-play. The Club were given a deadline of the 23<sup>rd</sup> of August to demonstrate progress. After failing to achieve this the Club were granted a short extension to enable a live takeover discussion to progress, but this proved unsuccessful.
- 1.7** The creditors to the club include the HMRC and the Council, we are owed outstanding business rates. But also included on the CVA were debts incurred during the clubs previous ownership. Any purchaser would also have to deal with an outstanding mortgage debt secured against the stadium, and some challenges around ownerships of the main car park and social club.
- 1.8** The complications associated with unpicking the financial affairs of the club contributed to the challenges associated with attempts to sell the business ahead of a fixed deadline set by the EFL. There was simply not enough time for a credible bidder to undertake due-diligence and the club was expelled from the Football League.
- 1.9** This decision has had social and economic consequences, not only for the Club and those immediately connected to it, but for the wider community in Bury.
- 1.10** League One currently comprises 23 Clubs for the remainder of the season and relegation places in the division will be reduced to three, which will result in a full complement of the 25 Clubs in 2020/21. The EFL are meeting on 26 September to consider the consequential impact in League Two.
- 1.11** The Council, at its meeting on 11 September passed the following motion:

This Council fully endorses the joint statement made by the Rescue Board on 2<sup>nd</sup> September.

The Council continues its support for the working group and development of a proposal to put to the English Football League by 20<sup>th</sup> September.

The Council works with Forever Bury, GMCA, Mayor Andy Burnham, local MPs and other stakeholders on the development of a credible plan to rebuild Bury FC by the end of the year.

The Council provides due diligence for any new ownership proposal and support all efforts through the Rescue Board to save Bury FC as a trading

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entity and secure its readmittance to the English Football League next season.

The Council invites the House of Commons Digital, Culture, Media and Sport Select Committee to Bury to hold a hearing as part of the inquiry it is holding into football governance and Bury FC to hear directly from local stakeholders and supporters.

### **2.0 RESCUE BOARD**

**2.1** A Rescue Board was established with representatives from Forever Bury, Bury's MPs, the Council and the Greater Manchester Combined Authority, to put a case to the EFL to consider readmission of Bury Football Club into the English Football League structure.

**2.2** There is a planned meeting of the EFL Board on the 26<sup>th</sup> of September. The supporters of Bury FC have written to the EFL and have been seeking to get a proposition from Bury FC onto their agenda. The basis of the proposition is that if reputable new owners can be found that the club should be allowed re-entry into Football League 2 for the start of the 2020/21 season.

**2.3** If the EFL are agreeable to this notion then it will be put to the 71 members of the Football League. This is where the Bury Supporters and particularly the 'Forever Bury' movement have been working hard behind the scenes, approaching other fan groups to seek to put pressure on the owners of their Clubs to solicit their support for any potential proposition around readmission.

### **3.0 ROLE OF THE COUNCIL**

**3.1** The Council and the Greater Manchester Combined Authority (GMCA) have agreed to work together to provide support to the process being led by the Supporters' Trust of Bury FC, to find potential purchasers of the Football Club, if the EFL agree to review. The Council and the GMCA have agreed to provide the necessary external challenge to ensure any proposal is financially viable and could deliver stability for both the club and the league in the long term.

**3.2** To aid this process the partners in the rescue consortium are encouraging the owner of the Club to fully share all the necessary information that an interested purchaser would require. This would include details of any further outstanding creditors (beyond those listed in the CVA) guarantees and assets along with historic trading data.

**3.3** The Council and the GMCA are keen to support a professionally run sales process which is open, transparent and independent.

### **4.0 CONCLUSION**

**4.1** Bury FC has been a part of Bury's cultural identity and the town's history. The proposal to support Forever Bury align with the Council's ambitions for an inclusive economy, with the Club providing employment and wider benefits to the local economy.

**List of Background Papers:-**

None

**Contact Details:-**

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<b>REPORT FOR DECISION</b>
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<b>Agenda Item</b>	
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<b>DECISION OF:</b>	<ul style="list-style-type: none"> <li>• <b>HUMAN RESOURCES &amp; APPEALS PANEL</b></li> <li>• <b>CABINET</b></li> </ul>
<b>DATE:</b>	<b>23 September 2019</b>
<b>SUBJECT:</b>	<b>APRIL CABINET REPORT - UPDATE</b>
<b>REPORT FROM:</b>	<b>Councillor David Jones, Leader of the Council Councillor Jane Black, Cabinet Member for Corporate Affairs &amp; HR</b>
<b>CONTACT OFFICER:</b>	<b>Geoff Little, Chief Executive</b>
<b>TYPE OF DECISION:</b>	<b>CABINET (Key Decision)</b>
<b>FREEDOM OF INFORMATION STATUS:</b>	Not for publication - the report contains exempt information in accordance with Section 100(A) and Schedule 12 A to the Local Government Act 1972. (Information which is likely to reveal the identity of an individual.)
<b>SUMMARY:</b>	<p><b>This report proposes the following changes to organisation structure, as a basis for consultation:</b></p> <ul style="list-style-type: none"> <li>• <b>a single five-departmental structure across the Council and CCG, including the One Commissioning Organisation and common Corporate Core</b></li> <li>• <b>the realignment of teams within the new structure, to better support strategic objectives</b></li> <li>• <b>associated savings from senior management costs, to maximise efficiency.</b></li> </ul>
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	<b>Recommendations appear at the end of this report.</b>
<b>IMPLICATIONS:</b>	
<b>Corporate Aims/Policy Framework:</b>	The proposals accord with the policy framework
<b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b>	These proposals will contribute to more effective and efficient working across the Council and are in alignment with relevant plans, strategies and legislation.
	EIA attached

<b>Equality/Diversity implications:</b>	Any recruitment following the restructure will be in line with equality and diversity
<b>Considered by Monitoring Officer:</b>	<p>Yes <span style="float: right;">JH</span>            Cabinet approval is required for changes to the overall departmental structure of the Council and major restructuring proposals. The report creates a structure across the Council and NHS Bury Clinical Commissioning Group (CCG). The Council and the CCG will still be two distinct legal entities but are merging/integrating operations and governance arrangements within our respective statutory powers. The Council will still have its statutory duties and commitments and the Constitution will still apply. (This will also be the case in the CCG)</p> <p>The National Health Services Act 2006 says that Councils and NHS bodies such as Clinical Commissioning Groups can enter into partnership arrangements to provide more streamlined care services and to pool resources. Powers in the NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000 (2000 Regulations) give rise to legislative flexibilities. These are that the partners may enter into any partnership arrangements in relation to the exercise of prescribed NHS and Council health related functions; if the partnership arrangements are likely to lead to an improvement in the way in which those functions are exercised.</p>
<b>Wards Affected:</b>	All

**TRACKING/PROCESS**

**DIRECTOR: Geoff Little, Chief Executive**

Joint Executive Team	Cabinet Member/Chair Briefed	Ward Members (if necessary)	Partners
2 <sup>nd</sup> September 2019	August and September 2019		
Scrutiny Committee	Other Committee	Council	Comms

## 1. **Purpose of Report**

1.1 In a report to the HR and Appeals Panel of 7 September 2018 the Chief Executive set out four immediate priorities, as follows:

- Budget
- Transformation of the Council and Public Service Reform
- Health and Social Care
- Inclusive Growth

The report made an initial set of changes to begin the process of strengthening the Council's managerial capacity to deliver identified priorities and set out a direction of travel for the future shape of the Council. It was followed by reports to subsequent meetings of the Panel on different elements of that overall plan

1.2 This report completes the picture by providing final proposals for organisation restructure and capacity, as follows:

- A single five-departmental structure within which all Council and CCG services will be integrated.
- The specific realignment of some teams within the structure to create the Corporate Core
- Associated savings from senior management costs, to maximise efficiency.

1.3 The report explains the reasons for these specific changes in the context of the overall case for change discussed with the Panel in September. The report also explains how the new roles will be funded from within existing resources.

## 2. **Context**

2.1. Bury Council and CCG have been working under the leadership of a single Chief Executive / Chief Accountable Officer since October 2018. The two organisations have committed to integrate fully to drive better health outcomes and reduce demand and therefore cost through the establishment of a One Commissioning Organisation (OCO).

2.2. Bury Council currently formally operates with a tri-departmental model, each with devolved support functions (i.e. each department maintains its own professional support services). At the Panel on 7 September 2018 the intention to establish a different structure based on five departments in future was noted – including a Corporate Core and health and social care One Commissioning Organisation – to ensure sufficient professional expertise and capacity to provide quality services to the people of Bury. Reports in September 2018, January 2019 and April 2019 highlighted the risks of inefficiency and inconsistency that current arrangements present and the need to move to the new structure urgently.

2.3 The partnership also has a financial imperative to seek efficiencies, with combined savings targets of £24, 000, 000 required this financial year and a similar order of savings anticipated in future years. A joint financial plan has been developed for 2019/20 with integrated underpinning governance through a series of budget delivery groups and a shared Budget Control Group. This infrastructure is providing assurance of budget delivery for the current financial year and working to develop the medium term financial plan, as a basis for consultation.

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At the Panel on 7 September 2018, 23 January 2019 and 24 April 2019, the HR and Appeals Panel approved recommendations for the creation of the posts of Deputy Chief Executive, Head of Communications and Engagement, Chief Financial Officer, Chief Information Officer and Executive Director of Operations. At the same time the Panel approved recommendations to delete posts or to share costs by making new roles joint with the CCG.

2.4 Over the past 12 months significant progress has been made against the strategic agenda including:

- A budget recovery process, put in place last summer, enabled the Council to set a balanced budget for 2019/20. Delivery of the budget is underway
- The launch of the Local Care Organisation to provide integrated community care services on 1 April 2019
- Approaching 2019/20 as a year of transition to move to the next stage of strategic planning, with key activities underway including a refresh of the Bury Strategy; underpinning delivery plans (the multi-agency Locality Plan and Local Industrial Strategy); a Corporate Plan for the Council and CCG and a Medium Term Financial Strategy (MTFS) which will set out the associated financial planning framework. The deck of strategic plans are being developed over the autumn, for consultation in the New Year.

The MTFS will include the following components:

- detailed delivery plans for outstanding savings delivery during 2019/20 and savings required by 1 April 2020 (financial year 2020/21)
- reducing demand for high cost interventions through accelerated progress on public service reform
- transforming efficiency and effectiveness through internal transformation, including digitally enabled new ways of working and the creation of a corporate core.
- increasing income through stronger capital investment and commercial activities

2.5. A series of investments have been made in strategic leadership capacity over recent months, to make the progress required. A number of senior posts were, however, established by previous leadership to meet historic objectives or with non-recurrent funding. Proposals are now brought forward to mainstream the senior team and seeks to bring all costs in line with available budget.

### 3.0 Organisation Structure Change - Overview

3.1. Bringing together Council services into a single structure with the CCG will require formally establishing the five departments, as outlined in Appendix A and agreed as a direction of travel in the report to the Panel on 7 September 2018. Pragmatically, the Council has been working to leadership over these five portfolio areas for a number of months but this report will formally constitute the arrangements; finalise the portfolio of each area and replace for the former structure, in particular deletion of the Resources & Regulation and Communities & Wellbeing Board departments. Proposed arrangements are as follows:-

- The **Department of Corporate Core Services** will lead the provision of all common "back office" professional functions; operational and strategic community safety; reform strategy; adult learning and arts and culture. Finance will operate as part of Core services under the leadership of the Joint Chief Finance Officer

- The **Business Growth and Infrastructure department** will be responsible for delivering the key economic and housing growth projects; managing the council's land and property asset portfolio and business development and planning functions that promote the growth of Bury
- The **Children and Young People's department** will discharge the council's statutory responsibilities in relation to the delivery of children's services including safeguarding; education including the relationship with schools, further and higher education and special educational needs; youth provision and early help
- The **health and social care One Commissioning Organisation (OCO)** will lead all commissioned health and care activity for children and adults in the borough, including managing the relationship with Persona; acute, community and mental health providers; Primary Care and GP providers and the Local Care Organisation.
- The **Operations** department will lead all environmental, highways and other front-line services which are not social care. The Council is currently recruiting for an Executive Director to lead this department, who will be asked to bring forward a detailed future structure proposal. At this stage it is anticipated that the department will be comprised of Wellbeing; Regulatory Services; Environmental Services; Streetscene; Technical Services and Property Services divisions.

3.2 Council and CCG staff have been engaged in extensive conversations this year to consider future structure options, as part of the refreshed staff engagement approach. Feedback from these conversations is reflected in the proposals put forward.

3.3 Appendix B sets out the proposed future alignment of functions across the new departmental footprint. The new five departments will replace the current three Council departments of Resources and Regulation; Communities and Wellbeing and Children's Services. The detail of structures in each department will be the responsibility of the relevant Executive Director to determine but are not proposed to change at this time unless explicitly referenced in this or other reports. The intention is that the future structure will be much clearer in setting out what departments do and where responsibilities lie. Key changes by department within the new model are described in the following sections.

3.4 The proposals described in this report are made as a basis for consultation with staff and the Trades Unions. The process will involve formal notification to all staff of the organisation-wide changes and any specifics concerning individual roles highlighted. A period of 90 days to take formal feedback and explore the proposals will be allowed, at the end of which the final decision will be taken. The intention is to launch the new departmental structures from January 2020 at which point teams will transfer into the new departments. A parallel process will be followed in the CCG.

## 4.0 The Operations Department

4.1 The Operations department will assume responsibility for the commissioning and/or delivery of all non social-care external Council service delivery. The following services, which are currently managed across the Business Growth and Infrastructure, Resources & Regulation and Communities Wellbeing departments, will be brought within the remit of the new department. The Services below will join those already managed within the Operations department:

- **cleaning and catering** services that are traded with schools
- **Facilities Management** services
- **Sport and leisure**

- **libraries** with the exception of the **Archives** service which will move to the Corporate Core
- **The architects team**
- A new **Public Protection, Regulation and Enforcement team** which will comprise Environmental Health; Pest Control; Licensing; Building Control; Urban Renewal enforcement and Trading Standards
- Management of **Bury markets**
- **The Equipment Store**

### **5.0 The Business Growth and Infrastructure (BGI) department**

- 5.1 The department will have a focus on securing growth in the Borough including housing strategy, development management, strategic planning, economic development and property / asset development. Wider operational functions which have been overseen by the Executive Director of Business Growth and Infrastructure on an interim basis will be moved to the Operations department as described above. On this basis the post of Executive Director will be declared redundant and the department will be led by the two Directors of Housing Growth and Infrastructure and Regeneration respectively, reporting direct to the Chief Executive, within existing grades.
- 5.2 Corporate policy capacity in relation to housing strategy will be transferred to the department in support of housing development. The Principal Strategy Officer, who is a housing expert and in practice has spent significant time on discharging the council's statutory and strategic housing functions including managing the Council's affordable housing programme, will move to the Business Growth and Infrastructure department.
- 5.3 The Departmental Management Team will be tasked with bringing forward a new detailed departmental structure to focus on delivering growth. The new structure will concentrate on delivering housing and commercial property development and driving value from the directly held and wider public service land and property assets. The new structure will also deal with the specific changes required following the recent departure of the Assistant Director (Localities) and deletion of this post in pursuit of efficiencies. The department will have a clear focus on growth and clear targets and key objectives to:
- Deliver the key economic growth projects, including the town centres of Radcliffe and Prestwich.
  - Deliver housing growth on brown field sites and longer-term large opportunity sites.
  - Prepare for large scale land release in the Northern Gateway – securing planning, identifying infrastructure requirements and securing funding.
  - Manage the Council's land and property asset portfolio to deliver income to the Council.
  - Work with partners to manage the wider public service estate to drive cost efficiencies and support new ways of working for the workforce.
  - Manage an effective and responsive planning service which supports growth.
  - Manage economic development functions, promoting the growth of Bury companies and managing strategic relationships with the business community.

### **6.0. The health and social care One Commissioning Organisation (OCO)**

- 6.1. The Council has committed to the strategic integration of all adult's and children's commissioned health and care services through a strategic partnership with the CCG. To further the ambition of this partnership, in the context of the wider integration of all public services to manage demand and better target resources, it has been determined that it should be formalised into an integrated delivery structure called the One Commissioning Organisation (OCO) with a single "Corporate Core" supporting this and the Council as a whole.

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- 6.2 The proposed integrated commissioning function underpins the decision taken by full Council on 10 July to establish a Strategic Commissioning Board across the Council and CCG to which the majority of Cabinet decisions will be delegated taken for consultation. Integrated strategic decision making between health and local government is designed to ensure that every public service decision in the borough is taken as an opportunity to drive the determinants of good health and wellbeing.
- 6.3. A role of Executive Director of Strategic Commissioning will be established to lead the new department. The Job Description for the new role is appended at Appendix C and has been evaluated at Chief Officer Band H £116,161 - £126,989. This is a new role with an equal combination of health and care commissioning responsibility and therefore there are no postholders with a direct assimilation claim to this post. The role will be advertised internally and externally with candidates given the choice of Council or CCG as employer; all costs will be shared between the Council and CCG which will deliver a saving to the Council of c£66,500. The new post will replace the Council's (vacant) post of Executive Director Communities and Wellbeing, which will be deleted.
- 6.4 The Executive Director will have five direct reports.
- 6.4.1 The Council will create and employ the following posts which will report to the Executive Director:
- The Director of Community Commissioning, including statutory DASS responsibilities and the Caldicott guardian role, will commission all NHS and social care preventative primary and community based services in order to improve population health and support people to remain in the community when they have health and social care needs. The Job Description for the new role is appended at Appendix D and has been evaluated at Chief Officer Band F: £94,287 - £102,503. This post will replace the post of Assistant Director Strategy, Procurement and Finance (Band E) which will now be declared redundant and funding transferred to this post; the balance in costs will be achieved from savings from the proposed deletion of the Executive Director Communities and Wellbeing as described. It is proposed that the current substantive postholder, who will be at risk of redundancy, will be ringfenced in accordance with our Redeployment Policy (Suitable Alternative Employment) and interviewed for this position prior to any other recruitment process commencing.
  - The Children's Commissioning Lead will lead the commissioning of children's residential and fostering social care services and children with Special Education Needs and Disabilities. The Job Description for the new role is appended at Appendix E and has been evaluated at Chief Officer Band A. This post is a direct assimilation for the current Strategic Lead: Children's Strategy and Commissioning, whose post will also be declared redundant and funding transferred to this post. The proposed Strategic Lead has responsibility for a number of corporate functions in addition to their commissioning responsibilities, which will be reviewed in the context of capacity to support the Corporate Core.
  - The Director of Public Health will report directly to the Executive Director of Strategic Commissioning, with an ongoing direct line to the Chief Executive as per statutory provisions. There are no changes in the remit or grade of the role which will continue to hold a leadership role spanning all three domains of public health: health improvement, health protection and healthcare public health
- 6.5 The Executive Director of Strategic Commissioning will have responsibility for two further posts for which the CCG will be the employer. Assimilation arrangements will be determined by the CCG and job descriptions are available for inspection:
- The Director of Secondary Care Commissioning. This post will lead the commissioning for all NHS secondary care services and social care intermediate care services which

control demand for acute health care and residential care services. In particular, the post will have the lead for secondary NHS care; specialist NHS services (with the Greater Manchester Health and Care Partnership); acute mental health; urgent care, LCO intermediate tier services; NHS targets and children's secondary care commissioning. The job description for this role is set out in Appendix F.

- The Director of Nursing, Quality and Improvement. This post is a member of the CCG Board with a remit to improve and integrate continuing healthcare, responsible for assurance of safeguarding and quality within all health and social care commissioning providers. This post will take on additional quality improvement duties to enhance the capacity of the One Commissioning Organisation to drive change. The job description for this role is set out in Appendix G.

### **7.0 The Children and Young People's department**

- 7.1. The Children and Young People department will lead the provision of all council delivered children's social care services (on the basis that commissioned activity will be led by the OCO) including leadership of school improvement and the Council's relationship with education providers, as well as youth services and early years provision, for which a restructure has recently been completed to ensure resources are aligned with the scope to prevent demand and target high risk areas.
- 7.2 The future structure and strategy of the department will be further developed in the context of these proposals to ensure it aligns with the OCO and takes account of wider reform activity. In particular future plans for the Troubled Families project team will be determined and opportunities explored to embed the work of the "Engine Room"; a team pioneering a wider approach to statutory multi agency safeguarding activity through the engagement of a broader range of partners and greater analysis of data.

### **8.0. The Corporate Core**

- 8.1. The Panel report of 4 April 2019 agreed the establishment of a common Corporate Core across the Council and the CCG, to bring together all "back office" policies, budgets and capacity into a single corporate department, reporting to the Deputy Chief Executive (Corporate Core). In practice, CCG and Council teams will be managed separately but under common leadership and a shared set of standards and performance expectations. The proposed scope of the new Department of Corporate Core Services has been developed based on feedback from managers and staff and a best practice review of other comparable organisations. At this stage it is proposed to aggregate all Council services initially and then continue to expand the Core to include CCG services.
- 8.2. Since the April report early progress has been made in establishing the Core as follows:
  - a strategic work plan for the establishment of each Core function has been co-designed with Heads of Service and is available for inspection
  - The new Joint Head of Communications and Engagement has taken up post and is working up the design of a new single service
  - All HR teams have been brought together into a single corporate service which will deliver a 20% reduction in costs
  - A programme managed approach to stabilising IT is underway and new device roll out expedited
  - The Chief Information Officer has been appointed to lead IT, Policy and Performance functions.

- 8.3 All proposed Core functions will operate under the leadership of the Deputy Chief Executive (Corporate Core) with the exception of the **Finance** function which reports to the Joint Chief Finance Officer, as established by Panel in April 2019. Finance functions will be regarded as part of the Core from a strategic integration perspective but will have a separate line of professional accountability to the Joint Chief Finance Officer who reports to the Chief Executive/Chief Accountable Officer. The objectives of creating a single separate finance function, as agreed by the HRA Panel in April 2019, are:-
- to provide a single point of professional financial leadership for the delivery of balanced budgets across the CCG and the Council.
  - to create single leadership for development of an integrated strategic approach to the next three year financial plan and commissioning strategy.
  - to drive the creation of pooled and aligned budgets and single financial management systems across the CCG and the Council. This will be essential to the operation of the One Commissioning Organisation.
  - to lead the professional development of finance staff and raise overall financial skill levels across the CCG and the Council.
- 8.4 The proposed Department of Corporate Core Services management structure is included in Appendix H along with a list of all the posts proposed to be in scope of new corporate services for IT, Performance, Community Development, Communications and Health and Safety at Appendix I. Responsibilities within each portfolio are described below.
- 8.4.1 The DoCCS management team structure includes the CCG post of **Deputy Director Business Delivery** as it is assumed this role will be included as part of the establishment of a common corporate Core across the Council and CCG; the portfolio for this role will be developed during consultation and a detailed report brought forward through Council and CCG processes. It is anticipated that this post will, amongst other responsibilities, assume leadership of:
- corporate business support capacity, which is subject to an ongoing review which will report back with a separate consultation period (including capacity to manage complaints and information requests)
  - potential shared risk management provision across the Council and CCG
  - the governance and performance management of the work programme for the Strategic Commissioning Board
  - service planning across the two organisations with a cascade from strategic objectives to service plans and individual objectives
  - strategic projects
- 8.5 The Deputy Chief Executive (Corporate Core) will, at this stage, maintain direct responsibility for procurement; the Corporate Risk Manager; Health and Safety and the operational Community Safety team. Future, medium term, leadership arrangements for these teams will be brought forward to follow.
- 8.5.1 Strategic **procurement**, defined as strategic advice on the purchase of goods and services which support and enable services (i.e. not the commissioning and contract management of wholesale services), will report through the Head of Procurement to the Deputy Chief Executive (Corporate Core). An early priority is to strengthen the co-ordination and drive of social value from Council and CCG contracts. The **Stores** function, which procures and manages an equipment store, will move out of the Procurement team and into the Operations department. Structure arrangements for the team will be determined within the new departmental structure, to be brought forward.
- 8.5.2 The operational **community safety** teams will be restructured to deal with current management vacancies as follows and the Bradley Fold Operations and Development manager will report direct to the DCE at this stage:

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- the vacant (part time) post of Head of Operational Community Safety will be deleted and savings directed towards the service savings target for 2019/20
- The current Bradley Fold Operations and Development manager, is retiring at the end of October 2019.

Restructure proposals will be developed in the coming months. In the meantime temporary act up arrangements are being arranged, reporting directly to the Deputy Chief Executive.

- 8.5.3 A corporate **Health, Safety and Resilience Team** will be established through the aggregation of current teams within the CWB and R&R directorates. The team will work to a new single health and safety policy developed for the Council and Schools and underpinning set of refreshed arrangements. The refreshed policy will clarify that managers within the Council and schools are responsible for managing the health and safety of their staff with support from the professional team, whose focus will be on maintenance of the policy framework; compliance and quality assurance; complex investigations; interface with the HSE and activity/compliance reporting. Current and proposed structures for affected teams are appended.

The new team will be managed by the Health, Safety and Resilience Manager. All changes are proposed to be contained within the existing Job Description.

- 8.5.4 The **Corporate Policy** team will be disbanded in order that capacity may be re-aligned with wider capacity pressures in the new department. The team have and will continue to make a valuable contribution to corporate capacity, but prioritisation requires their valuable skills to be deployed from within mainstream services rather than in a separate corporate team.

The Principal Strategy Officer will move to the Business Growth and Infrastructure department to lead on housing strategy, as described in section 5.2.

The post of Customer Complaints Co-ordinator (Adult Social Care) will move to the Customer Contact team as part of the move to bring consistent to communication and engagement with customers.

Remaining members of the Corporate Policy team will move to Democratic Services to bolster critical capacity:

- The Corporate Policy Manager will report to the Borough Solicitor to provide general management and leadership of the Democratic Services team, support all matters of strategic governance and provide policy leadership to the forthcoming Boundary Commission review. At this stage the postholder will move on their current Job Description pending a future review of the structure of the team in the context of multiple vacancies and process changes that will be required to support the new Strategic Commissioning Board.
- The posts of Assistant Improvement Advisor and Administration Support Officer (Corporate Policy) will be declared redundant and managed in accordance with the redeployment procedure.

All future policy capacity requirements, eg the development and implementation of the Bury Strategy, will be managed in the first instance by the Chief Information Officer and subject to further review once the CCG Deputy Director of Business Delivery joins the team.

- 8.6 The **Chief Information Officer (CIO)** is responsible for corporate policy, including the development of a Bury Strategy, and underpinning delivery plan, together with a framework for performance evaluation and leadership of the joint IT Teams to ensure systems drive secure and high quality business information. Structure proposals to provide the capacity to meet these objectives are described below:

- 8.6.1 The intention is to bring together the **Council and CCG IT** functions into a single service but this is not practicable until the council IT estate is stabilised, specifically through the roll out of Windows 10 on new devices and security of all 2008 licenses within refreshed support contracts. Pending the establishment of a single IT service it is proposed that a single Head of Service is identified from the two current respective leads, to whom the other will report, to ensure congruency of delivery across the teams. The new post, job description attached at Appendix J, will be ring-fenced to the two current heads of Service. The successful applicant will be tasked with undertaking a wider structural review across both services including any requirement for backfill from the successful applicant's current responsibilities.
- 8.6.3 The **strategic Community Safety** team will report to the CIO in the context of corporate policy and partnerships.
- 8.6.4 The **performance** and intelligence teams which currently exist within the former CWB department and a post from Children's and Young People will be merged as a corporate resource under the substantive direction of the Performance and Intelligence Lead (Former CWB) to provide a single team with responsibility for defining, analysing and reporting against a corporate key performance indicator dashboard. The team will be responsible for all statutory and corporate data intelligence reporting across the Council initially and in future with the CCG (detail to be determined to follow).
- 8.7 A new **Community Development Lead**, reporting to the Deputy Chief Executive (Corporate Core) will be established and recruited to lead:
- the Borough Public Service Reform Strategy, including leadership of the voluntary, community and faith sector; co-ordination of partners and work with colleagues across other departments, particularly within the OCO and Public Health, to establish an asset-based model and focus on prevention.
  - the arts, culture and heritage service, including the archives service which it is proposed to move from Libraries to the Core;
  - the Adult Learning service.

This post, for which a job description is set out in Appendix K, will be funded through a transfer of CWB funding and a vacant post elsewhere in the structure, and will have particular responsibility for:

- Developing and programme managing a detailed delivery plan for the Bury Public Service reform Strategy
  - Using arts, culture and adult learning to help people express their creativity and grow connections with their communities, in pursuit of greater life chances
  - Managing and directing Council community budgets and resources and supporting the VCFA to identify and bid for other innovation funding
  - Building and maintaining relationships across community and faith groups to secure their positive and productive contribution to community capacity. This will include establishing and leading new governance in support of Bury Strategy delivery
  - Playing a major role in the design and delivery of the Bury Strategy, in particular the local arts, culture and heritage offer and linking the VCF sector into delivery
  - Working with colleagues in delivery teams to building the conditions in communities for people to help themselves, e.g. through the Social Prescribing initiative
- 8.8 The following accountabilities of the **Borough Solicitor** will be clarified. The Borough Solicitor will be:
- designated lead person for Bury – Coroner's office. It is a statutory requirement for the Council to designate a lead person; previously this role was held by the Interim

Executive Director Resources and Regulation. It is common for this responsibility to be held by the Monitoring Officer in local government on the basis of significant interface with the legal team. The updated job description for the Borough Solicitor is appended

- responsible for managing all complaints raised with the Local Government Ombudsman
- responsible for Information Governance (IG) with the Head of Legal Services and Deputy Monitoring Officer to be designated the Council's Data protection Officer, which is a statutory requirement and has to date been managed temporarily by the Corporate Risk Manager. The Corporate Risk Manager is thanked for their work to date in developing a policy framework and staff training offer. An additional payment will be made to the Head of Legal Services to reflect responsibility for data protection; capacity to support them in meeting their accountabilities will be strengthened within existing resources through:

- the designation of the Deputy Chief Executive (Corporate Core) as the Council's Senior Information Risk Owner (SIRO). This is reflected in the updated job description, appended
- a refreshed network of departmental leads who have particular responsibility for Information Governance within their service area, to be identified
- all Chief Officers to be developed as Freedom of Information and Subject Access Request (SAR) request Reviewing Officers, to assume responsibility for requests which come back for further information or clarification.

8.9 The Joint **Head of Communications and Engagement** has a remit to bring together all communications channels and establish a two-way engagement approach with residents, stakeholders and staff across the Council and CCG.

8.9.1 A single corporate **communications** team across the Council and CCG was established following a period of consultation in 2018/19; posts determined to be in scope are set out in the appendix.

8.9.2 Within the HR review it was agreed that responsibility for **staff engagement and change management**, including staff awards and the annual staff survey and action plan, is moved to the leadership of the Head of Communications and Engagement.

8.9.3 The **Contact Centre** will move into the new Communications and Engagement Team as a key enabler of the corporate digital strategy and associated savings (i.e. to move customers to less expensive and more accessible communications channels). The Contact Centre manager will report directly to the Head of Communications and Engagement. The remit of the service will also be expanded to include:

- The temporary capacity and responsibility for concluding the development of the Councillor's casework system and
- Responsibility for logging and monitoring Freedom of Information and Subject Access requests and replies.

8.9.4 Temporary leadership arrangements are currently in place for the **Social Development and Engagement Team**; these arrangements will conclude and the team will be moved between the leadership of the Joint Head of Communications and Community Development Lead, as described in the appendix I. The intention is to embed the good work already undertaken on neighbourhood engagement, including the Bury Directory and responsibility for the One Community consultation portal, with a refreshed internal and external communications approach and mainstreamed public service reform strategy which seeks to establish a different relationship with the community. The external funding streams and delivery commitments for Social Development and Engagement Team posts which are in scope to transfer to different teams will be assessed during implementation.

## 9.0. Senior Management Capacity

- 9.1. In the report to the HR and Appeals Panel of April 2019 the Chief Executive highlighted the following specific objectives for new leadership arrangements:-
- To bring stability to the senior leadership team (at that time all direct reports to the Chief Executive were in temporary positions).
  - To increase capacity for strategic management and the implementation of strategic change.
  - To align the Council's structure with the creation of the OCO.
  - To do this within existing budgets for senior management
- 9.2 The Council currently employs 41 post holders at Chief Officer level, defined as all posts paid on JNC Terms and Conditions (c£55 000 and above). This quantum equates to c2% of the non-schools workforce which compares relatively well with sector averages of senior management, which have been benchmarked at 2 – 3% of the workforce in other Councils. A number of senior posts were, however, established by previous leadership to meet historic objectives or with non-recurrent funding. The proposals in this report make a significant contribution to stabilising this: the total cost of the current Chief Officer structure is £4, 128 000; the total cost of the new structure is £3, 376, 000. This cost saving of £759, 675 is the net effect of cost of new structure less the savings achieved from these proposals as set out below and detailed in Appendix L :
- Recovering income from the establishment of a series of leadership posts as joint roles with the CCG (for which savings will be shared across the two organisations):
    - the joint Chief Executive/Accountable Officer; Joint Head of Communications and Engagement and Joint Chief Finance Officer are all established jointly and working well
    - It is also proposed that the Chief Information Officer and Joint Head of IT are established as joint posts across the two organisations
    - The Executive Director of Strategic Commissioning is also proposed to be a jointly established and funded role, as described in section 6
  - Deletion of the posts of Executive Director Communities and Wellbeing, Assistant and Director Strategy Procurement and Finance, and Children's Strategy and Commissioning. The duties of both posts will be absorbed into the One Commissioning Organisation.
  - Deletion of the post of Executive Director, Business Growth and Infrastructure (BGI). The post is in a redundancy situation on the basis of significant reductions in the operational responsibilities of the department as described.
  - The transfer of 50% of the two Director posts in the Business Growth and Infrastructure department to capital funding on the basis of contribution to tangible infrastructure.
- 9.3 For further information, in pursuit of efficiency, the Council has also taken the opportunity of the recent severance exercise to delete the following posts. With the exception of Head of Financial Management and the Assistant Director (Localities) these savings have been accounted for elsewhere:

Assistant Director – HR/OD  
Head of HR - Children's Workforce  
Head of Financial Management  
Assistant Director (Localities)

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- 9.4 An ongoing budget gap has been identified however, because in previous years, posts have not been covered by permanent budget. Subject to approval of the changes proposed, the future available budget for Chief Officer posts remains c£103, 000 less than the costs.
- 9.5 The Chief Officer funding gap will be addressed over the next 12 months by future management of the Chief Officer cohort as a corporate resource, under the direction of the Chief Executive. Any vacancies that occur in senior roles over that period will be taken as an opportunity to reduce costs by structure redesign (NB this excludes plans to recruit to the vacant post of Assistant Director Finance, for which recruitment plans are underway). Efficiencies will also be driven through consistent corporate capacity indicators which are proposed to include:
- moving to a corporate norm of 1:6 reporting lines
  - seeking to reduce the numbers of layers of management and to push responsibility down to the lowest practicable level. The Council operates a large number of grading tiers at Chief Officer level which are defined below for completeness, but the expectation (based on greater spans of control) is that there should be reductions in hierarchical layers with services operating only a small number of leadership posts at a grade consistent with the scale and complexity of work
  - Consistent accountabilities and associated naming conventions for Chief Officers moving forward, as below, to be implemented through all future structure change opportunities:
    - Band H: Executive Directors report to the Chief Executive - Strategic accountability for multiple services across a functional area
    - Band F above: Director, strategic and operational accountability for multiple professional disciplines
    - Band D and E: Assistant Directors – strategic and operational accountability for single profession/discipline (grade according to scale)
    - Band B: Heads of Service – professional delivery of a whole service across the council/department
    - Band A: Strategic Leads - professional strategic lead, lead subject matter expert or delivery of a service across the department or council
- 9.6 In support of structure efficacy Chief Officers will also now be required to assume additional corporate responsibilities without any increase in pay. Proposals are that each post should now:
- Be required to join the Strategic On-Call Rota for Emergency Planning, at Gold (Strategic level – all Executive Directors) or Silver (Tactical level – all other Chief Officers on Band A and above) on a contractual basis, as set out in Appendix M. Officers will be on-call on a periodic basis for a 7-day (24 hour) period; during this time individuals must be available to respond to a call immediately and to travel to Bury within one hour. Detailed training will be provided but essential membership of the Emergency Planning rota requires individuals to be accountable for co-ordinating the Council’s response to any unforeseen or potential emergency situations, in conjunction with service colleagues. There will be no additional payment for this responsibility and any current payment made for posts on the existing rota will be withdrawn.
- Staff below Chief Officer grade who currently cover the rota will be invited to join a separate Forward Incident officer rota, in support of the valuable cover currently provided by Building Control officers
- Demonstrate corporate social responsibility by supporting at least one mentee within or outside of the organisation, for example a junior member of staff; a new starter or a looked after child as part of the Council’s Corporate Parenting role.

## 10. Funding Implications

- 10.1 The proposals in this paper produce a saving of £759, 675 on Chief Officer costs.
- 10.2 Proposals to address the remaining funding gap in chief officer pay will be brought forward as part of 2020/21 budget options.

## **11.0. Conclusion and Next Steps**

- 11.1 The changes proposed are made as the basis for consultation. A formal consultation meeting will be called and a period of 90 days allowed to take feedback on the proposals and discuss details with affected staff and the Trades Unions, following which the relevant processes will be followed to establish and appoint to new teams and posts within the agreed structure.

## **12.0 Recommendations**

- 12.1. The HR and Appeals Panel is asked to endorse the following recommendations to the Council's Cabinet:
  - 12.1.1 To replace the current organisation structure with the five new departments of Operations; Business Growth and Infrastructure; Department of Corporate Core Services, One Commissioning Organisation and Children and Young People. The detail of structures in each department will be brought forward by the relevant Executive Director with a 'lift and shift' arrangement in the meantime.
  - 12.1.2 To agree to the establishment of the following posts:
    - Executive Director of Strategic Commissioning
    - Joint Head of IT (with Bury CCG)
    - Director of Community Commissioning
    - Children's Commissioning Lead
    - Chief Information Officer re-established as a joint post with Bury CCG
    - Community Development Lead
  - 12.1.3 To agree the deletion of the following posts on the grounds of redundancy:
    - Executive Director, Business Growth and Infrastructure
    - Executive Director, Communities and Wellbeing
    - Assistant Director Strategy, Procurement and Finance
    - Assistant Director – HR/OD
    - Head of HR - Children's Workforce
    - Head of Financial Management
    - Assistant Director (Localities)
    - Strategic Lead: Children's Strategy and Commissioning
    - Head of Operational Community Safety
    - Assistant Improvement Advisor
    - Administration Support Officer (Corporate Policy)
  - 12.1.4 To note the saving outlined in the report of £759, 675 and the outstanding budget pressure of £103 000 on the Chief Officer budget; and to a corporately managed exercise to reduce costs over the next 12 months

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- 12.1.5 To agree to vary the contracts of all Chief Officers to require posts to participate in the council's rolling 24/7 emergency planning on-call rota.
- 12.1.6 That the Committee note the next step, subject to approval, will be for each department to work through the detail of structures and for these to be reported back as necessary.

## **Supporting Information (if necessary)**

- Appendix A – Current and Proposed high level organisation structure
- Appendix B – Council functions by proposed department
- Appendix C – Job description Executive Director of Strategic Commissioning
- Appendix D – Job description for Director of Community Commissioning
- Appendix E – Job description for Children’s Commissioning Lead
- Appendix F – Job description for Director of Secondary Care Commissioning
- Appendix G – Job description for Director of Nursing, Quality and Improvement
- Appendix H – Corporate Core Services Management Structure
- Appendix I – Posts proposed to be in scope of new Corporate Core teams
- Appendix J – Job description for Joint Head of IT
- Appendix K – Job description for Community Development lead
- Appendix L – Net effect as a result of Chief Officer posts established, deleted, shared or costs capitalised
- Appendix M – Chief Officers for gold/silver command.

## **2. List of background papers other than published works or those disclosing exempt or confidential information.**

- HRA Report – SLT Restructure, 7 September 2018
- HRA Report – Senior Management Capacity, 24 April 2019

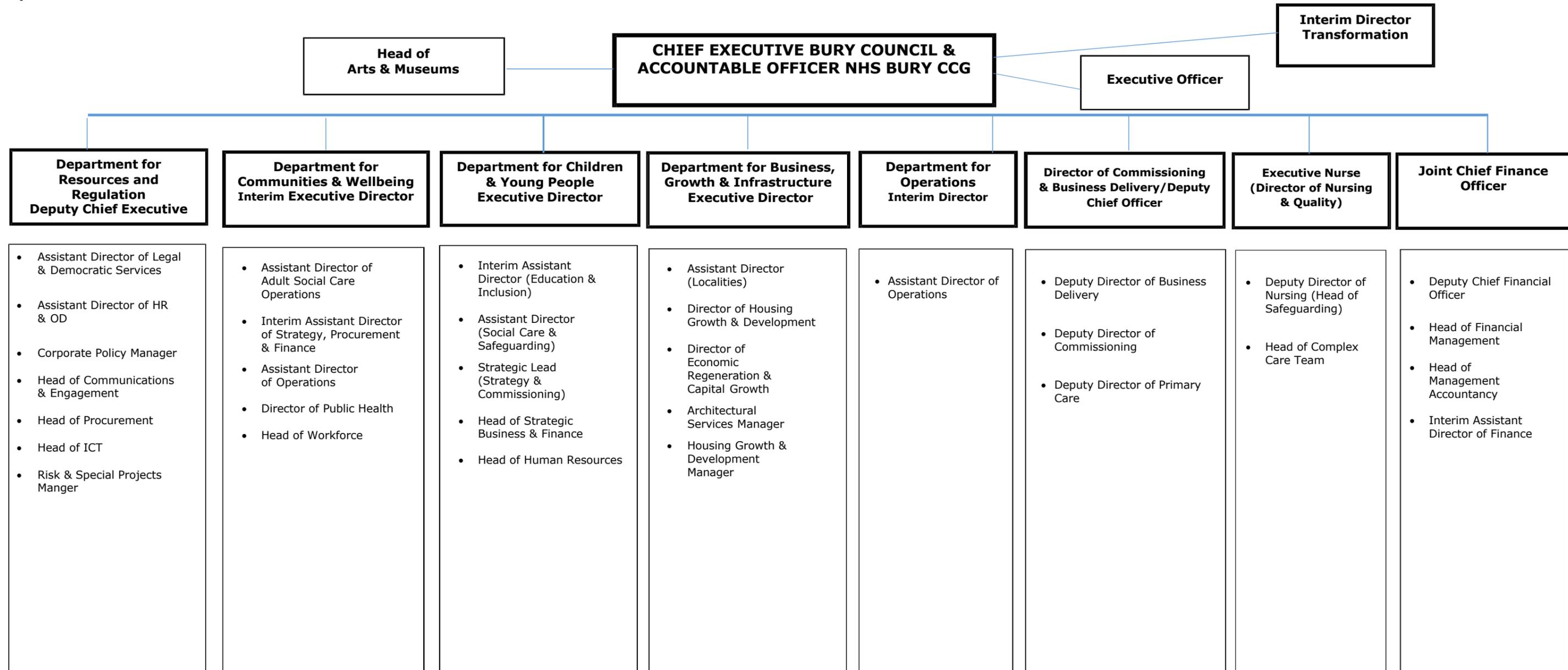
## **3. Published documents referred to in compiling this report.**

### **Equality Impact Assessment**

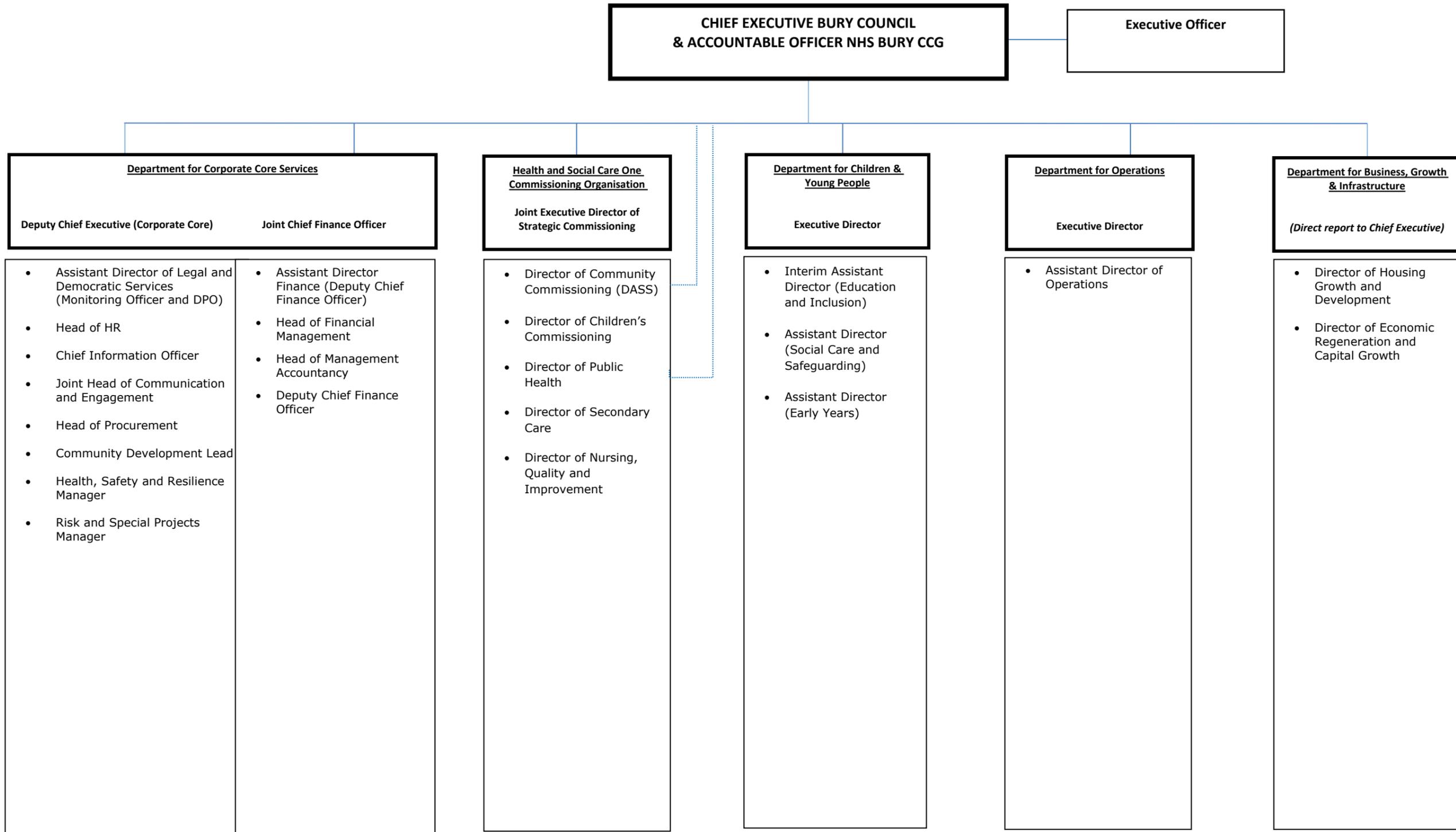
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**Appendix A - Current and Proposed high level organisation structure**

**Current Organisational Structure (Executive Directors and their direct reports)  
September 2019**



**Proposed Structure – Proposed Executive Directors and their direct reports**





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## Health and Social Care Commissioning

- Commissioning health and social care Commissioning secondary care and community services including emergency and planned care, cancer and mental health
- Support at Home Services
- Quality: patient safety, clinical effectiveness, patient experience
- Infection Control
- Commissioning of primary care (GP) services
- Medicines optimisation
- Adult / Children’s Safeguarding (in relation to commissioning)
- Public Health
- Staying Well Team
- Mortality including LeDer
- Care Homes
- CHC/Complex Care
- Transforming Care
- Bury EST
- Adults Caldicott Guardians
- Homelessness and Asylum
- Liaison with Persona and LCO for social care operations

## Children and Young People

- Corporate Parenting
- Youth and Connexions
- Schools, Academies and Colleges
- Early Help
- Children’s Social Care
- MASH
- Children’s Safeguarding (other than relating to commissioning)
- Fostering and Adoption
- Early Years and school readiness
- Emergency Duty Team (EDT)
- Youth Offending Team (YOT)
- Complex Safeguarding
- Children’s Caldicott Guardians
- Children and Young People in Care
- SEN Team
- Additional Needs Team
- Education welfare and Children’s Psychology Team
- School and College Transport
- School Crossing Patrol

## Operations

- Cleaning and Catering
- Street Scene (Highways, Street Lighting and Grounds Maintenance)
- Parking
- Waste including Recycling
- Street Cleansing
- Parks and Countryside (including bereavement)
- Architectural practice
- Engineers
- Transport and workshop
- Depot
- Stores
- Public Protection, Regulation and Enforcement (Environmental Health, Pest Control, Licensing, Trading Standards, Building Control and Urban Renewal enforcement)
- Facilities Management
- Civic Venues
- Leisure Facilities
- Libraries
- Wellness operations (sport, physical activity, lifestyle, nutrition, BEATS)
- Market Operations

## Business, Growth & Infrastructure

- Economic Development
- Development Management and Control
- Business Engagement
- Regeneration
- Strategic Planning for land use and development
- Estates, property and asset management
- Housing development including Affordable Housing
- Strategic Housing
- Liaison with Six Town Housing and Tenant Management Organisations (eg Springs)

## Corporate Core (including Finance)

- ICT and Digital Strategy
- Procurement
- Customer Contact – including booking and management services
- HR/OD – including HR Traded Services and Bury ACES
- Legal and Democratic Services – including Monitoring, Registrars and Elections
- Health and Safety
- Community Safety (Strategic and Operational)
- Resilience and Emergency planning
- Communications, Marketing and Engagement
- Information Governance including GDPR and data protection
- Risk management
- Equality and Diversity
- Corporate Complaints (including Adults and Childrens)
- FOIs/ SARs/ EIAs
- Policy and Reform
- Performance and Business Intelligence (including Public Health Intelligence and Children’s data team)
- Adult Learning
- Arts, Culture and Heritage
- Financial Strategy and planning including MTFS development
- Budget Board governance, saving tracker and QIPP
- Financial management, assurance and reporting
- DSG
- Accounting including Treasury Management; Cashiers; Pay Services (Creditor Payments/ Account Payable/ Payroll)
- Audit
- Revenues and Benefits processing
- Insurance

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## APPENDIX C

**Job Description**

<b>Post</b>	Executive Director of Strategic Commissioning
<b>Grade</b>	TBA / NHS VSM
<b>Accountable to</b>	Joint Chief Executive Bury Metropolitan Borough Council and Accountable Officer NHS Bury Clinical Commissioning Group
<b>Accountable for</b>	Establishing, developing, leading and operating integrated, strategic, place based commissioning of health and social care with and for the people of Bury.  Operating as a key member of the CCG and Councils Joint Executive Team to integrate and align the full range of Council and CCG activities in pursuit of agreed joint objectives.
<b>Salary</b>	TBA

**Role Summary**

The post holder will be directly accountable to the joint Chief Executive of Bury MBC/Accountable Officer of NHS Bury CCG and will be a member of the Joint Executive Team of the Council/CCG and the joint Strategic Commissioning Board, contributing to the overall corporate leadership and management of the CCG and Council.

The post holder will be responsible for the leadership, management, development and operation of the single integrated health and social care commissioning function of the Council and CCG. They will work to improve health and wellbeing outcomes and service quality, performance, value and cost with and for the people of Bury; and for aligning those objectives with the wider goals of the Council and other public service and community partners.

**The post holder will be responsible specifically for:**

- Driving, leading and embedding the shift to genuinely integrated health and social care commissioning; and the movement to a place based, strategic, outcomes based and asset/strength based commissioning approach; supporting the achievement of local objectives and meeting external standards and requirements
- Leading the further development of collaborative commissioning relationships with other functions within the Council and with the wider group of public service leaders including in Bury and Greater Manchester
- Leading the development and embedding of a commissioner relationship with the people of Bury, and with front line staff, which ensures that their voice is heard and is influential in setting commissioning objectives, shaping integrated strategies, progressing a supportive and strengths based commissioning approach and in shaping person, family and neighbourhood centered service delivery
- Working closely with clinical and political leaders within the CCG and Council to ensure that commissioning options and decisions are well informed and are appropriately clinically and politically led

- Leading, role modelling and embedding new relationships with the provider sector (including the Bury Locality Care Organisation, Primary Care practices, PCNs and Federation, Acute sector and ASC providers) based on integrated collaborative system leadership and strategic co-design; moving away from established commissioner provider relationships and enabling and supporting providers to embrace their new role in the system.
- Leading, role modelling and “shifting” the relationships with wider partners, providers, communities, patients and customers, and staff towards inclusivity and collaboration in objective setting, planning and delivery
- Driving demonstrable movement towards an early intervention and prevention model and supporting the LCO and wider partners to integrate services around individuals and their families at neighbourhood level.
- Leading the staff within the single commissioning function and the embedded and aligned Corporate Core staff to understand, embrace, commit to and to develop the technical and behavioral skills and capabilities to enact the “shift” in commissioning approach
- Leading the activities to ensure that wider partners, regulators, communities and citizens understand and are able to support and influence the ongoing development of the new arrangements
- Having a visible, positive and influential presence in the GM Devolution landscape and participating actively in the GM Health and Care Partnership, GM Commissioning Hub and other collaborative forums, shaping GM policy and sharing learning and experience with GM partners.
- Taking responsibility for fulfilling the roles of the integrated health and social care commissioning function in supporting policy development, strategic planning, leading execution and delivery; and exercising accountability through the effective design and implementation of commissioning functions, structures, processes and behaviors
- Taking responsibility for achievement of agreed health and wellbeing, quality, safety, performance, cost and value objectives
- Taking responsibility for effective leadership, management and development of the assigned commissioning resources
- Taking responsibility for the ensuring that statutory functions, duties and responsibilities within the scope of the post are effectively fulfilled and accounted for and those of colleagues appropriately supported
- Lead and champion a culture of attainment, continuous improvement, innovation and inclusion

### **Duties and Responsibilities**

1. To commission health and social care for the people of the borough, ensuring the achievement of jointly owned health improvement outcomes and quality, safety, performance, cost and value improvement objectives.
2. To act as the integrated commissioner specifically for adult social care, CCG healthcare, NHSE delegated commissioning functions, public health and children’s social care; and further services as may be agreed within the scope of the role from time to time.
3. To lead integrated strategic commissioning across the whole cycle; including needs and strength based assessment, evidence, outcomes based objective setting, strategic planning, relationship development, market shaping and development, procurement; and

quality assurance, performance review and accountability .

4. To lead on the integrated health and wellbeing improvement and health and social care transformation components respectively of the Borough's health and well-being agenda and Locality Plan.
5. To collaboratively develop and embed effective working arrangements with the political and clinical leadership of the Council and CCG respectively, including but not limited to the effective operation of the Strategic Commissioning Board
6. Establishing and maintaining common systems, processes and performance management for the single integrated strategic commissioning function, across both organisations.
7. Managing and reporting on joint and aligned commissioning budgets; seeking maximum value in terms of financial efficiency, outcomes, experience and social value, decommissioning where appropriate, and operating within allocated resources
8. Influencing key figures across the Borough's health and social care economy regarding the current shape and future configuration of integrated commissioning, including maximising opportunities for effective partnership.
9. Leading, contributing to, or advising on a range of strategic forums across the Borough; relevant to the further development of integrated health and social care.
10. Representing the Council and CCG jointly on local, regional and national bodies and events in the context of integrated commissioning, to advance learning, sharing, development and the reputation of the Borough.
11. Providing leadership, management and development for the integrated commissioning teams across both organisations, proactively identifying organisational development, cultural issues and effective solutions to enable effective and successful integrated working.
12. Providing leadership, management and development for the shift to place based, strategic, outcomes based, asset based commissioning; proactively setting the Vision and development path and identifying and organising organisational development to enable effective implementation
13. Leading on performance management and reporting on joint commissioning objectives, including in respect of agreed local health and wellbeing outcomes and inequalities; and in respect of quality and performance standards (including but not limited to the Public Health Outcomes Framework, Adult Social Care Outcomes Framework, NHS outcomes Framework and the NHS Constitution Standards); including producing a joint commissioning annual report and forward plan.
14. Establishing controls and reporting arrangements; ensuring effective governance of performance; anticipating, identifying, managing and resolving risks and issues to enable timely and appropriate action to ensure delivery is on track
15. Ensuring effective assurance and exception reporting internally and externally as appropriate in respect of health and wellbeing outcomes and service quality and performance standards
16. Leading on the management of joint commissioning contracts with all providers.

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17. Ensuring that the strategic objectives of both organisations are aligned in the joint commissioning strategy informed by the borough's Joint Strategic Needs Assessment (JSNA), Better Care Fund and Locality Plan, Bury Strategy and relevant additional and successor documents.
18. Securing necessary investment from within internal resources through re-prioritisation and decommissioning, and from external sources, so that identified priorities can be progressed and benefits are realised.
19. Leading and ensuring the development and management of effective and mutually influential relationships with patients, service users, voluntary, community and faith organisations, communities public, media and other key influencers; ensuring their views are represented and appropriately considered in the decision making processes relating to integrated commissioning
20. Leading and ensuring the effective development and management of strategic relationships with key stakeholders, including providers, other commissioners, and other public service and other partners
21. Leading and ensuring collaborative working between health and care commissioning and other areas of leadership, functions and commissioning in the Borough in order to maximize achievement of the overall public service objectives
22. Ensuring the integrated commissioning is data-driven; evidence based and community, clinically and politically led.
23. Ensuring that joint commissioning arrangements are optimally resourced to deliver required outcomes and statutory and other functions; recognising that resources may need to flex and adapt to meet changing requirements.
24. To propose and/or carry out other responsibilities as agreed by the Council and the CCG, commensurate with the grade of the post.

Bury Borough Council and NHS Bury CCG are committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expect all staff and volunteers to share this commitment. Successful applicants will be required to obtain an Enhanced Certificate of Disclosure from the Disclosure and Barring Service.

All employees have a responsibility to undertake training and development as required. They also have a responsibility to assist, where appropriate and necessary, with the training and development of fellow employees.

All employees have a responsibility of care for their own and others' health and safety.

The above list is not exhaustive and other duties may be attached to the post from time to time. Variation may also occur to the duties and responsibilities without changing the general character of the post.



## Person Specification

### Note to Applicants:

The *Essential Criteria* are the qualifications, experience, skills or knowledge you **MUST SHOW YOU HAVE** to be considered for the job.

The *How Identified* column shows how the Council will obtain the necessary information about you.

If the *How Identified* column says the **Application Form** next to an *Essential Criteria* you **MUST** include in your application enough information to show **how** you meet these criteria. You should include examples from your paid or voluntary work.

Criteria	Essential (E) or Desirable (D)	How Identified: AF Application Form  I Interview  A Assessment
<b>Initial Criteria</b>		
Higher level of education (degree level qualification) or equivalent experience	E	AF, Production of certificates at interview
Significant experience and achievement at Executive Director/Chief Officer level in a large complex organisation, including significant experience in the field of health and/or social care leadership and management	E	AF, I
<b>(a) Special Working Conditions</b>		
<i>Requirement to be a member of the Silver Officer Duty Rota????</i>	E	AF, I
<i>Enhanced Certificate from the Disclosure and Barring Service.???</i>	E	AF, I
<b>(b) Qualifications and Experience</b>		
Management qualification/ equivalent experience and relevant courses to post- graduate level	E	AF, I, Production of certificates (if applicable).
Relevant professional qualifications	D	AF
Proven track record of achievement of delivery and transformation at a senior level in a large and complex service based organisation	E	AF,I

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Successful track record of large scale complex change management including, establishing effective performance measures, evaluating quality and delivering significant improvements in outcomes and performance	E	AF,I
Successful track record of working effectively, managing relationships and achieving outcomes/performance improvements in co-operation and partnership with a wide range of communities, service users and partners including providers, state and voluntary agencies	E	AF,I
Experience of successfully delivering key outcomes and managing transformational change through leading, motivating, managing, developing and empowering diverse teams across professional and organizational boundaries	E	AF,I
Successful track record of working at Executive Director/Chief Officer and/or Board Level/ Cabinet level in a large public sector organisation or equivalent?	E	AF,I
Working successfully in partnership across health and social care to lead commissioning of outcome focused, high quality health and social care integrated services	E	AF,I
Working in partnership across the range of NHS and Council functions, and with other statutory and non-statutory partners to achieve aligned outcomes and objectives	D	AF
Successful track record of leading transformational change in the practices, culture, behaviors, relationships of teams and individuals in pursuit of organisational objectives through effective organisational and personal development support	E	AF, I
Experience of developing and operating effective corporate governance, internal control and operating systems in a transformative context in a large public service organisation	E	AF/I
Proven experience of working effectively with elected members/ NHS Board members in supporting the decision making process and in performance management and accountability	E	AF/I
<b>(c) Skills and Knowledge</b>		
Extensive knowledge of the NHS and Local Authority agenda, including the social care agenda, and how transformational change can be delivered locally to enhance the well-being, health and independence of all.	E	AF,I
Ability to apply a high degree of political sensitivity and awareness	E	AF,I
A comprehensive understanding of clinical and non-clinical risk management in a health and care commissioning context	E	AF,I
A good understanding of the statutory requirements regarding service change and reconfiguration,	E	AF,I

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A good understanding of the statutory, regulatory and assurance /accountability environment and requirements of the health and social care commissioning sectors	E	A/F, I
Knowledge of best practice methodologies to achieve maximum value in terms of outcomes and other organisational objectives.	E	AF,I
Financial/budgetary competence at a strategic and operational level.	E	AF,I
Well-developed influencing and negotiation skills	E	AF,I
Capability to lead and role model authentic engagement with staff groups at all levels and to stimulate and harness creativity, innovation and confidence	E	AF,I
Capability to support and role model authentic engagement and ownership/participation with patient and customer groups and with communities and to stimulate and harness creativity, innovation and confidence	E	AF,I
<b>(d) Personal Qualities and Attributes</b>		
Ability to lead, inspire and motivate and demonstrate commitment to achieving improved outcomes, quality, performance and value through authentic transformation in practices, attitudes and relationships	E	AF,I
Proven success in leading cultural change through innovative and creative ways to respond to and drive the co-operative ambition		
Ability to analyse complex technical, relationship and cultural situations and produce effective solutions with the ability to think laterally and make difficult decisions that support strategic aims	E	I, Assessment
Proven ability to organise and present ideas and information; to communicate effectively in order to develop positive relationships to help achieve the agreed objectives and statutory requirements	E	I, Assessment
Well-developed leadership skills that promote confidence, collaboration, flexibility, motivation and which foster a positive organisational culture	E	I, Assessment
Outstanding interpersonal skills to engage authentically and effectively with a broad range of stakeholders from patients, customers, carers, community leaders, employees, clinicians and Elected Members. Demonstrably involves patients, customer groups and the public in change and transformation processes; showing demonstrable results	E	I, Assessment
Highly developed networking, advocacy, oral, written and presentation skills that are persuasive and influential with ability to create impact and positive relationships.	E	I, Assessment

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Value diversity and difference; operating with integrity and openness	E	AF,I
Achievement orientated, self-starting and sustaining, resilient and innovative /creative in overcoming challenges to success	E	A/F, I
<b>(e) Behaviours and Values</b>		
<p>Approaches the job with the following values and behaviors:</p> <ul style="list-style-type: none"> <li>• Focusing on achieving with and for our communities</li> <li>• Valuing our people, staff and partners</li> <li>• Acting with authenticity and integrity</li> <li>• Using time and money purposefully and wisely</li> <li>• Working together</li> <li>• Always learning and improving</li> <li>• Respectful of diversity of opinions and perspectives</li> </ul>	E	AF/I

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## APPENDIX D

### Job Description

<b>Post</b>	Director of Commissioning – Community Commissioning & Statutory Director of Adult Social Services
<b>Grade</b>	TBA / NHS VSM
<b>Accountable to</b>	Executive Director of Strategic Commissioning
<b>Accountable for</b>	<p>Establishing, developing, leading and operating integrated, strategic, place based commissioning of community based health and social care services, supporting citizens and communities to stay well and to maintain maximum independence when they have care and support needs</p> <p>Operating as a key member of Health and Social care Commissioning Directorate leadership team and working closely with other chief officers and clinical and political leaders of the CCG and Council to integrate and align the full range of Council and CCG activities in pursuit of agreed joint objectives.</p> <p>Hold the statutory post of Executive Director of Adult Care Services in accordance with the Local Authority Social Services Act 1970 S.6 (1) as amended and ensure that all the Councils statutory duties in relation to the provision of adult social care are satisfied; holding accountability directly to the joint Council CEO/ CCG AO for these statutory functions.</p>

### Role Summary

The post holder will be directly accountable to the Executive Director of Strategic Commissioning, will be a member of the Directorate leadership team and will work closely with other chief officers and with clinical and political leaders within the CCG and Council, including supporting the work of the Strategic Commissioning Board and achievement of the CCG and Councils joint goals.

The post holder will be responsible for the leadership, management, development and operation of the single integrated health and social care commissioning function for the prevention and community based services of the Council and CCG. They will work to improve health and wellbeing outcomes and service quality, performance, value and cost with and for the people of Bury; and for aligning those objectives with the wider goals of the Directorate, Council and other public service and community partners.

The postholder will be responsible for the integrated commissioning of the services within the Community Commissioning pillar of the Directorate structure. These include the following services: LCO provided neighbourhood services, Adult Social Care services, Learning Disability services, CCG Commissioned Primary care services, NHSE Delegated Primary care services, Community based mental health, community healthcare and children's community healthcare services, population health services; Public Health services. These may be subject to change from time to time.

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Hold the statutory role of the Director of Adult Care Services, and ensure the discharge of the Councils statutory duties and hold accountable directly to the joint Council CEO/CCG Accountable Officer for these responsibilities.

The postholder will play a key role in driving the CCG and Council's joint ambitions to support individuals and communities to stay well; to maintain maximum independence in communities at times when support is needed; and to avoid hospital and institutional admissions where appropriate.

### **Within the scope of their commissioning remit the post holder will be responsible for the following:**

- Supporting and embedding the shift to fully integrated health and social care commissioning; and the movement to a place based, strategic, outcomes based and asset/strength based commissioning approach; supporting the achievement of local objectives and meeting external standards and requirements
- Supporting the further development of collaborative commissioning relationships with other functions within the Directorate, Council and with the wider group of public service leaders including in Bury and Greater Manchester
- Actively supporting the development and embedding of a commissioner relationship with the people of Bury, and with front line staff, which ensures that their voice is heard and is influential in setting commissioning objectives, shaping integrated strategies, progressing a supportive and strengths based commissioning approach and in shaping person, family and neighbourhood centered service delivery
- Working closely with clinical and political leaders within the CCG and Council to ensure that commissioning options and decisions are well informed and are appropriately clinically and politically led
- Role modelling and embedding new relationships with the provider sector (including the Bury Locality Care Organisation, Primary Care practices, PCNs and Federation, Acute sector and ASC providers) based on integrated collaborative system leadership and strategic co-design; moving away from established commissioner provider relationships and enabling and supporting providers to embrace their new role in the system.
- Supporting, role modelling and "shifting" the relationships with wider partners, providers, communities, patients and customers, and staff towards inclusivity and collaboration in objective setting, planning and delivery
- Driving demonstrable movement towards an early intervention and prevention model, and a community based support approach; supporting the LCO and wider partners to integrate services around individuals and their families at neighbourhood level, utilising community assets and developing independence and resilience
- Leading the staff within the Community Commissioning pillar of the Directorate, and the embedded and aligned Corporate Core staff to understand, embrace, commit to and to develop the technical and behavioral skills and capabilities to enact the "shift" in commissioning approach
- Supporting the activities to ensure that wider partners, regulators, communities and citizens understand and are able to support and influence the ongoing development of the new arrangements
- Having a visible, positive and influential presence in the GM Devolution landscape and participating actively in appropriate GM partnership and collaborative structures and forums

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- Leading the effective design and implementation of commissioning functions, structures, processes and behaviors within the Community Commissioning pillar; and working collaboratively with other Directorate colleagues to ensure an integrated approach overall
- Taking responsibility for achievement of agreed health and wellbeing, quality, safety, performance, cost and value objectives
- Taking responsibility for effective leadership, management and development of the assigned commissioning resources
- Taking responsibility for ensuring that statutory functions, duties and responsibilities within the scope of the post are effectively fulfilled and accounted for and those of colleagues appropriately supported
- Taking responsibility specifically for fulfilling the role of Executive Director of Adult Care Services, ensuring the Council complies with statutory requirements.
- Support and champion a culture of attainment, continuous improvement, innovation and inclusion

### **Within the scope of their commissioning remit the postholder will have the following Duties and Responsibilities**

1. To commission health and social care for the people of the Borough, ensuring the achievement of agreed health improvement outcomes and quality, safety, performance, cost and value improvement objectives.
2. To act as the integrated commissioner for the range of commissioning responsibilities within the Community Commissioning pillar of the Directorate.
3. To lead integrated strategic commissioning across the whole cycle; including needs and strength based assessment, evidence, outcomes based objective setting, strategic planning, relationship development, market shaping and development, procurement; and quality assurance, performance review and accountability ; working closely and collaboratively with Directorate colleagues across the commissioning pillars
4. To contribute to achievement of the integrated health and wellbeing improvement and health and social care transformation components respectively of the Borough's health and well-being agenda and Locality Plan.
5. To support collaborative development and embedding of effective working arrangements with the political and clinical leadership of the Council and CCG respectively, including but not limited to the effective operation of the Strategic Commissioning Board
6. Supporting collaborative establishment and maintenance of common systems, processes and performance management for the single integrated strategic commissioning function, across both organisations and operating these within and across the Commissioning pillars
7. Managing and reporting on joint and aligned commissioning budgets; seeking maximum value in terms of financial efficiency, outcomes, experience and social value, decommissioning where appropriate, and operating within allocated resources
8. Influencing key figures across the Borough's health and social care economy regarding the current shape and future configuration of integrated commissioning, including maximising opportunities for effective partnership.

9. Contributing to, or advising on, a range of strategic forums across the Borough; relevant to the further development of integrated health and social care.
10. Representing the Council and CCG jointly on local, regional and national bodies and events in the context of integrated commissioning, to advance learning, sharing, development and the reputation of the Borough.
11. Providing leadership, management and development for the Community Commissioning team, proactively identifying development needs and working with directorate colleagues to develop appropriate development responses
12. As part of the directorate leadership team providing leadership, management and development for the shift to place based, strategic, outcomes based, asset based commissioning; proactively setting the Vision and development path and identifying and organising organisational development to enable effective implementation
13. As part of the leadership team leading on performance management and reporting on joint commissioning objectives, including in respect of agreed local health and wellbeing outcomes and inequalities; and in respect of quality and performance standards (including but not limited to the Public Health Outcomes Framework, Adult Social Care Outcomes Framework, NHS Outcomes Framework and the NHS Constitution Standards).
14. Establishing controls and reporting arrangements; ensuring effective governance of performance; anticipating, identifying, managing and resolving risks and issues to enable timely and appropriate action to ensure delivery is on track
15. Ensuring effective assurance and exception reporting internally and externally as appropriate in respect of health and wellbeing outcomes and service quality and performance standards
16. Leading on the management of contracts with all appropriate providers.
17. Contributing to ensuring that the strategic objectives of both organisations are aligned in the joint commissioning strategy informed by the borough's Joint Strategic Needs Assessment (JSNA), Better Care Fund and Locality Plan, Bury Strategy and relevant additional and successor documents.
18. As part of the Directorate leadership team securing necessary investment from within internal resources through re-prioritisation and decommissioning, and from external sources, so that identified priorities can be progressed and benefits are realised.
19. Leading and ensuring the development and management of effective and mutually influential relationships with patients, service users, voluntary, community and faith organisations, communities public, media and other key influencers; ensuring their views are represented and appropriately considered in the decision making processes
20. Leading and ensuring the effective development and management of strategic relationships with key stakeholders, including providers, other commissioners, and other public service and other partners
21. Supporting and ensuring collaborative working between health and care commissioning and other areas of leadership, functions and commissioning in the Borough in order to

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maximize achievement of the overall public service objectives

22. Ensuring the integrated commissioning is data-driven; evidence based and community, clinically and politically led.
23. Ensuring that joint commissioning arrangements are optimally resourced to deliver required outcomes and statutory and other functions; recognising that resources may need to flex and adapt to meet changing requirements.
24. Ensuring that there are effective working relationships of the Community Commissioning staff with the commissioning functions and staff of the Directorate
25. To lead cross cutting programmes of work, providing leadership, direction and support to diverse teams drawn from across the Directorate and potentially the Council and wider public service community
26. To propose and/or carry out other responsibilities as agreed by the Council and the CCG, commensurate with the grade of the post.

Bury Borough Council and NHS Bury CCG are committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expect all staff and volunteers to share this commitment. Successful applicants will be required to obtain an Enhanced Certificate of Disclosure from the Disclosure and Barring Service.

All employees have a responsibility to undertake training and development as required. They also have a responsibility to assist, where appropriate and necessary, with the training and development of fellow employees.

All employees have a responsibility of care for their own and others' health and safety.

The above list is not exhaustive and other duties may be attached to the post from time to time. Variation may also occur to the duties and responsibilities without changing the general character of the post.

## Person Specification

### Note to Applicants:

The *Essential Criteria* are the qualifications, experience, skills or knowledge you **MUST SHOW YOU HAVE** to be considered for the job.

The *How Identified* column shows how the Council will obtain the necessary information about you.

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Criteria	Essential (E) or Desirable (D)	How Identified: AF Application Form  I Interview  A Assessment
<b>Initial Criteria</b>		
Higher level of education (degree level qualification) or equivalent experience	E	AF, Production of certificates at interview
Significant experience and achievement at a very senior level in a large complex organisation, including significant experience in the field of health and/or social care leadership and management	E	AF, I
<b>(a) Special Working Conditions</b>		
<i>Requirement to be a member of the Silver Officer Duty Rota????</i>	E	AF, I
<i>Enhanced Certificate from the Disclosure and Barring Service.???</i>	E	AF, I
<b>(b) Qualifications and Experience</b>		
Management qualification/ equivalent experience and relevant courses to post- graduate level	E	AF, I, Production of certificates (if applicable).
Relevant professional qualifications	D	AF
Proven track record of achievement of delivery and transformation at a senior level in a large and complex service based organisation	E	AF,I

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Successful track record of large scale complex change management including, establishing effective performance measures, evaluating quality and delivering significant improvements in outcomes and performance	E	AF,I
Successful track record of working effectively, managing relationships and achieving outcomes/performance improvements in co-operation and partnership with a wide range of communities, service users and partners	E	AF,I
Experience of successfully delivering key outcomes and managing transformational change through leading, motivating, managing, developing and empowering diverse teams across professional and organizational boundaries	E	AF,I
Successful track record of working at a very senior level in a large or challenging public sector organisation or equivalent?	E	AF,I
Working successfully in partnership across health and social care to lead commissioning of outcome focused, high quality health and social care integrated services	D	AF,I
Working in partnership across the range of NHS and Council functions, and with other statutory and non-statutory partners to achieve aligned outcomes and objectives	D	AF
Successful track record of leading transformational change in the practices, culture, behaviors, relationships of teams and individuals in pursuit of organisational objectives through effective organisational and personal development support	E	AF, I
Experience of developing and operating effective corporate governance, internal control and operating systems in a transformative context in a large public service organisation	D	AF/I
Proven experience of working effectively with elected members/ NHS Board members in supporting the decision making process and in performance management and accountability	E	AF/I
<b>(c) Skills and Knowledge</b>		
Extensive knowledge of the NHS and Local Authority agenda, including the social care agenda, and how transformational change can be delivered locally to enhance the well-being, health and independence of all.	E	AF,I
Ability to apply a high degree of political sensitivity and awareness	E	AF,I
A comprehensive understanding of clinical and non-clinical risk management in a health and care commissioning context	E	AF,I
A good understanding of the statutory requirements regarding service change and reconfiguration,	D	AF,I

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A good understanding of the statutory, regulatory and assurance /accountability environment and requirements of the health and social care commissioning sectors	D	A/F, I
Knowledge of best practice methodologies to achieve maximum value in terms of outcomes and other organisational objectives.	E	AF,I
Financial/budgetary competence at a strategic and operational level.	E	AF,I
Well-developed influencing and negotiation skills	E	AF,I
Capability to lead and role model authentic engagement with staff groups at all levels and to stimulate and harness creativity, innovation and confidence	E	AF,I
Capability to support and role model authentic engagement and ownership/participation with patient and customer groups and with communities and to stimulate and harness creativity, innovation and confidence	E	AF,I
<b>(d) Personal Qualities and Attributes</b>		
Ability to lead, inspire and motivate and demonstrate commitment to achieving improved outcomes, quality, performance and value through authentic transformation in practices, attitudes and relationships	E	AF,I
Proven success in leading cultural change	E	
Ability to analyse complex technical, relationship and cultural situations and produce effective solutions with the ability to think laterally and make difficult decisions that support strategic aims	E	I, Assessment
Proven ability to organise and present ideas and information; to communicate effectively in order to develop positive relationships to help achieve the agreed objectives and statutory requirements	E	I, Assessment
Well-developed leadership skills that promote confidence, collaboration, flexibility, motivation and which foster a positive organisational culture	E	I, Assessment
Outstanding interpersonal skills to engage authentically and effectively with a broad range of stakeholders from patients, customers, carers, community leaders, employees, clinicians and Elected Members. Demonstrably involves patients, customer groups and the public in change and transformation processes; showing demonstrable results	E	I, Assessment
Highly developed networking, advocacy, oral, written and presentation skills that are persuasive and influential with ability to create impact and positive relationships.	E	I, Assessment

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Value diversity and difference; operating with integrity and openness	E	AF,I
Achievement orientated, self-starting and sustaining, resilient and innovative /creative in overcoming challenges to success	E	A/F, I
<b>(e) Behaviours and Values</b>		
<p>Approaches the job with the following values and behaviors:</p> <ul style="list-style-type: none"> <li>• Focusing on achieving with and for our communities</li> <li>• Valuing our people, staff and partners</li> <li>• Acting with authenticity and integrity</li> <li>• Using time and money purposefully and wisely</li> <li>• Working together</li> <li>• Always learning and improving</li> <li>• Respectful of diversity of opinions and perspectives</li> </ul>	E	AF/I

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**JOB DESCRIPTION**

<b>Post Title:</b> Children’s Commissioning Lead	
<b>Department:</b>	<b>Post No:</b>
<b>Division/Section:</b> Health & Social Care Commissioning	<b>Post Grade:</b> CO Band A
<b>Location:</b> The post holder will be based within the Bury Campus, however may be required to travel within the locality to deliver the requirements of the role	<b>Post Hours:</b> 37 hours per week
<b>Special Conditions of Service:</b> The postholder will be required to work outside normal working hours including attendance at evening meetings in accordance with the exigencies of the service	

**Purpose and Objectives of Post:**

To establish, develop, lead and operate integrated, strategic, place based commissioning of children's health and social care services, supporting children and young people to stay well and to maintain maximum independence when they have care and support needs.

Operating as a key member of the Health and Social care Commissioning Directorate leadership team and working closely with other chief officers and clinical and political leaders of the CCG and Council to integrate and align the full range of CCG and Council activities in pursuit of agreed joint objectives.

Ensure the safeguarding of children is embedded in all of the directorate's activities

Responsible for the integrated commissioning of the services within the Children's commissioning pillar of the directorate structure. These include SEND, short breaks, complex care, Looked after Children commissioned placements.

In line with the children and families act 2014 and the Special Educational Needs and Disability (SEND) Code of Practice:

- Lead the support to Bury Local Area to ensure that it meets its statutory duties for children and young people with special educational needs and disability (SEND) aged 0-25.
- Provide leadership for managers and specialist nurses/midwives and other staff in relation to SEND in partnership with our providers/stakeholders
- Play a key role in driving the CCG and Council's joint ambitions to support children and young people to stay well and be able to live safely at home where possible, and where this is not possible to lead on the commissioning of appropriate placements to support the Children and Young People effectively.

**Accountable to:** Executive Director of Strategic Commissioning

**Immediately Responsible to:** Executive Director of Strategic Commissioning

**Immediately Responsible for:** All staff within the Commissioning Team

**Relationships: (Internal and External)**

Elected Members, Chief Executive, SLT, Senior Managers, Head Teachers, employees, Trade Unions

Stakeholders and Partners, Parents, other organisations

**Control of Resources:**

- Financial** - Control of Budgets
- Personnel** - Control, discipline, training and direction of all employees responsible for
  - Responsible for the management, direction and deployment of all resources within the Operations directorate
- Equipment** - Ultimate responsibility for all equipment used by the Division
- Health/Safety** - Health, Safety and Welfare of all employees of the service

**Duties/Responsibilities:**

**Communication**

To inspire and motivate stakeholders by articulating the clear commissioning vision for children's services in Bury and to encourage collaborative working to improve services in line with Bury's commissioning intentions.

To deploy high quality communication skills to ensure that all stakeholders are aware of developments and objectives in commissioning children's services, making use of a wide range of media: including presenting highly complex, sensitive and contentious information where agreement and co-operation is required from audiences in order for the programmes to progress.

To deploy high quality interpersonal skills to establish credibility and confidence amongst clinicians, managers and other stakeholders.

**Planning and organising**

To ensure that the commissioning programmes are well managed and organised at all times, making use of appropriate project management methodology.

To facilitate collaborative working amongst stakeholders, developing short, medium and long term plans for service improvement and development in line with Bury's vision for children.

To ensure that the programmes are properly documented throughout and that all stakeholders use a common set of processes and systems to progress the programmes.

To ensure that all commissioning programmes have clear milestones and that they are delivered on time.

## **Partnership working/collaboration**

To work closely with key stakeholders to ensure the strategies are effectively delivered.

To have a well-developed relationship with the Director of Quality Improvement to ensure commissioned services have quality at the forefront within all contracts and commissioning agreements.

To co-ordinate work with colleagues in other directorates and with partners, including finance, public health, medicine, quality, performance ,education and care.

To develop and maintain strong working relationships with a wide range of stakeholders, understanding that there will be divergent and conflicting views from within the stakeholder group which will need to be managed with high levels of sensitivity.

Provide support and challenge to senior colleagues where appropriate to ensure the most appropriate packages of support and care can be commissioned for children.

Lead and coordinate a network approach with stakeholders.

Liaise and work effectively with other Designated Professionals e.g. those responsible for Safeguarding and for Looked After Children; Clinical Officers

## **Service User / Patient care / responsibilities**

To ensure effective joint working across stakeholders to influence the quality of outcomes for the population of children and Young People in Bury and in the development of effective care pathways in line with the programme.

To ensure that all commissioning is underpinned by the principles of co-production and that the voices of children and their families are represented at all levels.

Information / data analysis, management and reporting and information resources.  
To develop and implement robust contract monitoring and key performance systems.

Ensuring the maintenance of up to date and comprehensive needs assessments.

Effective monitoring processes to enable the CCG and the Council to review the effectiveness of commissioned services.

Ability to interpret national and local policy and apply it confidently to the local health and social care economy.

To ensure that mechanisms, systems and processes are in place to assure the safety of commissioned services.

To analyse and interpret complex and sometimes conflicting data and information to ensure that the services commissioned under the programmes represent the best possible within the financial and human resources available.

To provide expert analysis to underpin the commissioning programmes, ensuring that commissioned services represent the cutting edge of contemporary service expectations.

To maintain a clear focus on key performance indicators and metrics within the programme, not being unduly distracted by incomplete or not wholly accurate data sets.

To ensure that the commissioning programmes are based on solid evidence and to make use of state of the art data analysis approaches and systems as they are available.

### **Leadership/management and human resource management**

Ensure that the governance arrangements for any commissioning activities and service redesign are developed in a manner consistent with the CCG and Council regulatory requirements and expectations, and that support is provided to ensure that governance and oversight systems and structures are able to function robustly, transparently and in a way that establishes and maintains confidence amongst stakeholders.

To line manage members of the commissioning team.

### **Resources**

Deliver commissioning activities which ensure the provision of services which provide value for money, quality and safety.

To ensure that all service developments are properly and accurately costed and that potential and actual financial risks are properly understood.

To work closely with finance directorate to ensure that service developments are affordable, and are appropriately planned for.

To ensure that all service developments represent the best value for money achievable for Bury Children

### **Corporate Responsibilities:**

To commission health and social care for the people of Bury, ensuring the achievement of agreed health improvement outcomes and quality, safety, performance, cost and value improvement objectives.

To act as the integrated commissioner for the range of commissioning responsibilities within the Community Commissioning pillar of the Directorate.

To lead integrated strategic commissioning across the whole cycle; including needs and strength based assessments, evidence, outcomes based objective setting, strategic planning, relationship development, market shaping and development, procurement; and quality assurance, performance review and accountability; working closely and collaboratively with Directorate colleagues across the commissioning pillars.

To contribute to the achievement of the integrated health and wellbeing improvement and health and social care transformation components respectively of Bury's health and wellbeing agenda and Locality Plan.

To support collaborative development and embedding of effective working arrangements with the political and clinical leadership of the Council and CCG respectively, including but not limited to the effective operation of the Strategic Commissioning Board.

Supporting collaborative establishment and maintenance of common systems, processes and performance management for the single integrated strategic commissioning function, across both organisations and operating these within and across the Commissioning pillars.

Managing and reporting on joint and aligned commissioning budgets; seeking maximum value in terms of financial efficiency, outcomes, experience and social value, decommissioning where appropriate, and operating within allocated resources.

Influencing key figures across Bury's health and social care economy regarding the current shape and future configuration of integrated commissioning, including maximising opportunities for effective partnership.

Contributing to, or advising on, a range of strategic forums across Bury; relevant to the further development of integrated health and social care.

Representing the Council and CCG jointly on local, regional and national bodies and events in the context of integrated commissioning, to advance learning, sharing, development and the reputation of Bury.

Providing leadership, management and development for the Community Commissioning team, proactively identifying development needs and working with directorate colleagues to develop appropriate development responses.

As part of the directorate leadership team providing leadership, management and development for the shift to place based, strategic, outcomes based, asset based commissioning; proactively setting the vision and development path and identifying and arranging organisational development to enable effective implementation.

As part of the Management team leading on performance management and reporting on joint commissioning objectives for children, including agreed local health and wellbeing outcomes and inequalities; and quality and performance standards (including but not limited to the Public Health Outcomes Framework, Adult Social Care Outcomes Framework, NHS Outcomes Framework and the NHS Constitution Standards).

Establishing controls and reporting arrangements; ensuring effective governance of performance; anticipating, identifying, managing and resolving risks and issues to enable timely and appropriate action to ensure delivery is on track.

Ensuring effective assurance and exception reporting internally and externally, as appropriate in respect of health and wellbeing outcomes and service quality and performance standards.

Leading on the management of contracts with all appropriate providers.

Contributing to ensuring that the strategic objectives of both organisations are aligned in the joint commissioning strategy informed by Bury's Joint Strategic Needs Assessment (JSNA), Better Care Fund and Locality Plan, Bury Strategy and relevant additional and successor documents.

As part of the Directorate leadership team securing necessary investment from within internal resources through re-prioritisation and decommissioning, and from external sources, so that identified priorities can be progressed and benefits are realised.

Leading and ensuring the development and management of effective and mutually influential relationships with patients, service users, voluntary, community and faith organisations, communities public, media and other key influencers; ensuring their views are represented and appropriately considered in the decision making processes

Leading and ensuring the effective development and management of strategic relationships with key stakeholders, including providers, other commissioners, and other public service and other partners

Supporting and ensuring collaborative working between health and social care commissioning and other areas of leadership, functions and commissioning within Bury in order to maximise achievement of the overall public service objectives.

Ensuring the integrated commissioning is data-driven; evidence based and community, clinically and politically led.

Ensuring that joint commissioning arrangements are optimally resourced to deliver required outcomes and statutory and other functions; recognising that resources may need to flex and adapt to meet changing requirements.

Ensuring that there are effective working relationships of the Community Commissioning staff with the commissioning functions and staff of the Directorate.

To lead cross cutting programmes of work, providing leadership, direction and support to diverse teams drawn from across the Directorate and potentially the Council, CCG and wider public service community.

To propose and/or carry out other responsibilities as agreed by the Council and the CCG, commensurate with the grade of the post.

Promote the vision and values set out in the Bury Strategy in all day to day activities and commissioning of services through proactively work in an integrated way to commission health and social care services.

Support a culture that promotes equality and values diversity and that the service you commission meets the needs of all people and communities avoiding unlawful discriminatory behaviour and actions when dealing with colleagues, service users, members of the public and all other stakeholders.

In line with the Health and Safety at Work Act 1974 and subsequent legislation actively manage all risks including undertaking risk assessments, reporting all accident, incidents and hazards, undertaking a statutory duty of care for your own personal safety and that of others, attending all statutory and mandatory health and safety training, appropriate to the role.

Participate in an appropriate performance and development or appraisal process to understand how your own role and objectives are linked to team, directorate and corporate objectives, to review what aspects of your role are being done well, and to identify any areas for development.

Adhere to all organisational policies and guidelines, including HR, Information Governance, Risk Management, Health & Safety, Safeguarding and Equality Analysis including any mandatory training from both the Council and CCG.

Comply with relevant organisational and professional codes of conduct and accountability, including maintaining any appropriate professional registrations.

Maintain the security and confidentiality of information you come across in your role in line with organisational policies and protocols.

Be aware of, and undertake your responsibilities to protect and safeguard vulnerable people (children and adults), ensuring you are aware of who to contact within the organisation for further advice.

Demonstrate a personal commitment to continuous self-development and service improvement.

- As an employee of Bury Council you have a responsibility for, and must be committed to, safeguarding and promoting the welfare of children, young people and vulnerable adults and for ensuring that they are protected from harm.
- Bury Council is committed to equality, diversity and inclusion, and expects all staff to comply with its equality related policies/procedures, and to treat others with fairness and respect.
- The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.
- As an employee of Bury Council you should contribute to a culture that values and supports the physical and emotional wellbeing of your colleagues.

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of supplemental Conditions of Service)

<b>Job Description prepared by:</b>	<b>Sign:</b>	<b>Date:</b>
<b>Agreed correct by Postholder:</b>	<b>Sign:</b>	<b>Date:</b>
<b>Agreed correct by Supervisor/Manager:</b>	<b>Sign:</b>	<b>Date:</b>



**DEPARTMENT FOR HEALTH AND SOCIAL CARE COMMISSIONING**

**SENIOR COMMISSIONING MANAGER – CHILDREN**

<b>SHORT LISTING AND INTERVIEW CRITERIA</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
<b>Qualifications</b>		
Educated to degree level or with a relevant professional qualification, with evidence of continued professional development	✓	
Evidence of relevant career progression in senior roles of increasing scale and complexity	✓	
Evidence of continued professional, managerial and personal development	✓	
<b>Knowledge and Skills</b>		
Demonstrate a breadth of knowledge of the legislation and statutory obligations and major national policy developments in children's services, education and local government	✓	
Knowledge and clear understanding of the challenges facing children's services, operationally, strategically and politically	✓	
Knowledge of the process of commissioning place based children's health and social care services	✓	
Proven track record of strong leadership	✓	
<b>Experience</b>		
Proven experience of strong leadership to achieve high levels of performance, continuous improvement and value for money across all services	✓	
Experience of delivering commissioning activities which meet targets and ensure the provision of services, providing value for money, quality and safety.	✓	
Experience of joint working across stakeholders and ability to influence the quality of outcomes for the	✓	




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## APPENDIX F

### Job Description

<b>Post</b>	Director of Commissioning – Secondary Care Commissioning
<b>Grade</b>	TBA / NHS VSM
<b>Accountable to</b>	Executive Director of Strategic Commissioning
<b>Accountable for</b>	<p>Establishing, developing, leading and operating integrated, strategic, place based commissioning of secondary care health and social care services, supporting citizens and communities to stay well and to maintain maximum independence when they have care and support needs.</p> <p>Commissioning secondary care services that are clinically, professionally and operationally effective, efficient, safe and sustainable and that meet the needs of the people of Bury, work as part of the wider system and meet mandated policy and standards.</p> <p>Operating as a key member of the Health and Social Care Commissioning Directorate leadership team and working closely with other chief officers and clinical and political leaders of the CCG and Council to integrate and align the full range of Council and CCG activities in pursuit of agreed joint objectives; including reducing the need for acute secondary care services.</p>

### Role Summary

The post holder will be directly accountable to the Executive Director of Strategic Commissioning, will be a member of the Directorate leadership team and will work closely with other chief officers and with clinical and political leaders within the CCG and Council, including supporting the work of the Strategic Commissioning Board and achievement of the CCG and Councils joint goals.

The post holder will be responsible for the leadership, management, development and operation of the single integrated health and social care commissioning function for secondary care health and social care services of the CCG and Council. They will work to improve health and wellbeing outcomes and service quality, performance, value and cost with and for the people of Bury; and for aligning those objectives with the wider goals of the Directorate, Council and other public service and community partners.

The postholder will be responsible for the integrated commissioning of the services within the Secondary Care Commissioning pillar of the Directorate structure. These include the following services: Secondary Care NHS services (both Elective and Non Elective), Specialist NHS services (with GMHSC), Acute mental health services, Urgent Care, LCO provided Intermediate Tier services, Children's secondary care and the achievement of NHS secondary care performance targets. These may be subject to change from time to time.

The postholder will play a key role in driving the CCG and Council's joint ambitions to support

individuals and communities to stay well; to maintain maximum independence in communities at times when support is needed; to avoid and minimise hospital and institutional admissions where possible and appropriate; develop collaboratively the future system role and of the secondary care sector in Bury; and ensure that necessary secondary care services are commissioned on a cost effective, safe, high performing, affordable and sustainable basis.

### **Within the scope of their commissioning remit the post holder will be responsible for the following:**

- Supporting and embedding the shift to fully integrated health and social care commissioning; and the movement to a place based, strategic, outcomes based and asset/strength based commissioning approach; supporting the achievement of local objectives and meeting external standards and requirements
- Supporting the further development of collaborative commissioning relationships with other functions within the Directorate, Council and with the wider group of public service leaders including in Bury and Greater Manchester
- Actively supporting the development and embedding of a commissioner relationship with the people of Bury, and with front line staff, which ensures that their voice is heard and is influential in setting commissioning objectives, shaping integrated strategies, progressing a supportive and strengths based commissioning approach and in shaping person, family and neighbourhood centered service delivery
- Working closely with clinical and political leaders within the CCG and Council to ensure that commissioning options and recommendations are well informed and are appropriately clinically and politically led
- Role modelling and embedding new relationships with the provider sector (including the Northern Care Alliance, Pennine Acute Trust, Pennine Care Trust, Bury Locality Care Organisation, Primary Care practices, PCNs and Federation, other Acute sector and ASC providers) based on integrated collaborative system leadership and strategic co-design; moving away from established commissioner provider relationships and enabling and supporting providers to embrace their new role in the system.
- Supporting, role modelling and “shifting” the relationships with wider partners, providers, communities, patients and customers, and staff towards inclusivity and collaboration in objective setting, planning and delivery
- Supporting through secondary care commissioning a demonstrable movement towards an early intervention and prevention model, and a community based approach; supporting the LCO and wider partners to integrate services around individuals and their families at neighbourhood level, utilising community assets and developing independence and resilience; specifically aligning secondary care services to these strategic goals
- Leading collaboratively the development of a progressive and sustainable strategic direction for the role of secondary care within the Bury health and social care system, and collaboratively with partners across the GM footprint
- Leading the commissioning of safe, high quality, high performing, cost effective, affordable and sustainable secondary health and social care services for the people of the Borough; consistent with the wider joint goals of the CCG and Council and the Bury Health and Social Care Locality Plan and its successor strategies.
- Leading the staff within the Secondary Care Commissioning pillar of the Directorate, and the embedded and aligned Corporate Core staff to understand, embrace, commit to and to develop the technical and behavioral skills and capabilities to enact the “shift” in commissioning approach

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- Supporting the activities to ensure that wider partners, regulators, communities and citizens understand and are able to support and influence the ongoing development of the new arrangements
- Having a visible, positive and influential presence in the GM Devolution landscape and participating actively in appropriate GM partnership and collaborative structures and forums including for the remodeling of secondary care services, market shaping and commissioning of specialised services
- Leading the effective design and implementation of commissioning functions, structures, processes and behaviors within the Secondary Care Commissioning pillar; and working collaboratively with other Directorate colleagues to ensure an integrated approach overall
- Taking responsibility for achievement of agreed health and wellbeing, quality, safety, performance, cost, value and sustainability objectives related to secondary care
- Taking responsibility particularly for the significant range of performance targets attributed to NHS secondary care services including but not limited to emergency care access, cancer access and elective care access targets and associated social care performance targets
- Taking responsibility for ensuring that NHS and social care secondary care services are commissioned on a cost effective, safe and sustainable basis; using appropriate research evidence and advice, comparative data and clinical input to commission clinically, professionally and cost effective services which are efficiently and safely delivered at an appropriate cost; and to decommission appropriately where this is not the case.
- Taking responsibility for the collaborative development and implementation of new contractual models which support the desired direction of travel and achievement of joint system objectives
- Taking responsibility for ensuring that clinically driven and appropriate eligibility criteria and thresholds are established and applied and that cost effective service delivery strategies and models are developed and applied; working closely with patients, customers, communities, clinicians, councilors, partners and providers in their development
- Taking responsibility for ensuring that opportunities to reduce costs in secondary care through improving clinical and operational effectiveness and efficiency are identified and secured for reinvestment in CCG and council priorities, including but not limited to the effective, evidence based development and implementation of NHS QIPP Programmes related to secondary care
- Taking responsibility for effective leadership, management and development of the assigned commissioning resources
- Taking responsibility for ensuring that statutory functions, duties and responsibilities within the scope of the post are effectively fulfilled and accounted for and those of colleagues appropriately supported
- Support and champion a culture of attainment, continuous improvement, innovation and inclusion

### **Within the scope of their commissioning remit the postholder will have the following Duties and Responsibilities**

1. To commission health and social care for the people of the Borough, ensuring the achievement of agreed health improvement outcomes and quality, safety, performance, cost and value improvement objectives.
2. To act as the integrated commissioner for the range of commissioning responsibilities within the Secondary Care Commissioning pillar of the Directorate.

3. To lead integrated strategic commissioning across the whole cycle; including needs and strength based assessment, evidence, outcomes based objective setting, strategic planning, relationship development, market shaping and development, procurement; and quality assurance, performance review and accountability ; working closely and collaboratively with Directorate colleagues across the commissioning pillars
4. To contribute to achievement of the integrated health and wellbeing improvement and health and social care transformation components respectively of the Borough's health and well-being agenda and Locality Plan.
5. To support collaborative development and embedding of effective working arrangements with the political and clinical leadership of the Council and CCG respectively, including but not limited to the effective operation of the Strategic Commissioning Board
6. Supporting collaborative establishment and maintenance of common systems, processes and performance management for the single integrated strategic commissioning function, across both organisations and operating these within and across the Commissioning pillars
7. Managing and reporting on joint and aligned commissioning budgets; seeking maximum value in terms of financial efficiency, outcomes, experience and social value, decommissioning where appropriate, and operating within allocated resources
8. Influencing key figures across the Borough's health and social care economy regarding the current shape and future configuration of integrated commissioning, including maximising opportunities for effective partnership.
9. Contributing to, or advising on, a range of strategic forums across the Borough; relevant to the further development of integrated health and social care.
10. Representing the Council and CCG jointly on local, regional and national bodies and events in the context of integrated commissioning, to advance learning, sharing, development and the reputation of the Borough.
11. Providing leadership, management and development for the Secondary Care Commissioning team, proactively identifying development needs and working with directorate colleagues to develop appropriate development responses
12. As part of the directorate leadership team providing leadership, management and development for the shift to place based, strategic, outcomes based, asset based commissioning; proactively setting the Vision and development path and identifying and organising organisational development to enable effective implementation
13. As part of the leadership team leading on performance management and reporting on joint commissioning objectives, including in respect of agreed local health and wellbeing outcomes and inequalities; and in respect of quality and performance standards (including but not limited to the Public Health Outcomes Framework, Adult Social Care Outcomes Framework, NHS Outcomes Framework and the NHS Constitution Standards).
14. Establishing controls and reporting arrangements; ensuring effective governance of performance; anticipating, identifying, managing and resolving risks and issues to enable timely and appropriate action to ensure delivery is on track
15. Ensuring effective assurance and exception reporting internally and externally as

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appropriate in respect of health and wellbeing outcomes and service quality and performance standards

16. Leading/supporting on the management of contracts with all appropriate providers and particularly, but not limited to, Pennine Acute Trust and Pennine Care Trust.
17. Contributing to ensuring that the strategic objectives of both organisations are aligned in the joint commissioning strategy informed by the borough's Joint Strategic Needs Assessment (JSNA), Better Care Fund and Locality Plan, Bury Strategy and relevant additional and successor documents.
18. As part of the Directorate leadership team securing necessary investment from within internal resources through re-prioritisation and decommissioning, and from external sources, so that identified priorities can be progressed and benefits are realised
19. Leading and ensuring the development and management of effective and mutually influential relationships with patients, service users, voluntary, community and faith organisations, communities public, media and other key influencers; ensuring their views are represented and appropriately considered in the decision making processes
20. Leading and ensuring the effective development and management of strategic relationships with key stakeholders, including providers, other commissioners, and other public service and other partners
21. Supporting and ensuring collaborative working between health and care commissioning and other areas of leadership, functions and commissioning in the Borough in order to maximize achievement of the overall public service objectives
22. Ensuring the integrated secondary care commissioning is data-driven; evidence based and community, clinically and politically led.
23. Ensuring that joint commissioning arrangements are optimally resourced to deliver required outcomes and statutory and other functions; recognising that resources may need to flex and adapt to meet changing requirements.
24. Ensuring that there are effective working relationships of the Secondary Care Commissioning staff with the commissioning functions and staff of the Directorate
25. To lead cross cutting Programmes of work, providing leadership, direction and support to diverse teams drawn from across the Directorate and potentially the Council and wider public service community
26. To propose and/or carry out other responsibilities as agreed by the Council and the CCG, commensurate with the grade of the post.
- 27.
28. To contribute towards and participate in the Council's emergency planning on call Rota.

Bury Borough Council and NHS Bury CCG are committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expect all staff and volunteers to share this commitment. Successful applicants will be required to obtain an Enhanced Certificate of Disclosure from the Disclosure and Barring Service.

All employees have a responsibility to undertake training and development as required. They also have a responsibility to assist, where appropriate and necessary, with the training and

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development of fellow employees.

All employees have a responsibility of care for their own and others' health and safety.

The above list is not exhaustive and other duties may be attached to the post from time to time. Variation may also occur to the duties and responsibilities without changing the general character of the post.

## Person Specification

### Note to Applicants:

The *Essential Criteria* are the qualifications, experience, skills or knowledge you **MUST SHOW YOU HAVE** to be considered for the job.

The *How Identified* column shows how the Council will obtain the necessary information about you.

If the *How Identified* column says the **Application Form** next to an *Essential Criteria* you **MUST** include in your application enough information to show **how** you meet these criteria. You should include examples from your paid or voluntary work.

Criteria	Essential (E) or Desirable (D)	How Identified: AF Application Form  I Interview  A Assessment
<b>Initial Criteria</b>		
Higher level of education (degree level qualification) or equivalent experience	E	AF, Production of certificates at interview
Significant experience and achievement at a very senior level in a large complex organisation, including significant experience in the field of health and/or social care leadership and management	E	AF, I
<b>(a) Special Working Conditions</b>		
<i>Requirement to be a member of the Silver Officer Duty Rota????</i>	E	AF, I
<i>Enhanced Certificate from the Disclosure and Barring Service.???</i>	E	AF, I
<b>(b) Qualifications and Experience</b>		
Management qualification/ equivalent experience and relevant courses to post- graduate level	E	AF, I, Production of certificates (if applicable).

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Relevant professional qualifications	D	AF
Proven track record of achievement of delivery and transformation at a senior level in a large and complex service based organisation	E	AF,I
Successful track record of large scale complex change management including, establishing effective performance measures, evaluating quality and delivering significant improvements in outcomes and performance	E	AF,I
Successful track record of working effectively, managing relationships and achieving outcomes/performance improvements in co-operation and partnership with a wide range of communities, service users and partners	E	AF,I
Experience of successfully delivering key outcomes and managing transformational change through leading, motivating, managing, developing and empowering diverse teams across professional and organizational boundaries	E	AF,I
Successful track record of working at a very senior level in a large or challenging public sector organisation or equivalent?	E	AF,I
Successful track record of driving complex change, improving quality, value and cost through commissioning or through senior level provider leadership roles within NHS acute secondary care services	E	AF/I
Working successfully in partnership across health and social care to lead commissioning of outcome focused, high quality health and social care integrated services which impact positively on utilisation and performance of acute secondary care services	E	AF,I
Working in partnership across the range of NHS and Council functions, and with other statutory and non-statutory partners to achieve aligned outcomes and objectives	D	AF
Successful track record of leading transformational change in the practices, culture, behaviors, relationships of teams and individuals in pursuit of organisational objectives through effective organisational and personal development support	E	AF, I
Experience of developing and operating effective corporate governance, internal control and operating systems in a transformative context in a large public service organisation	D	AF/I
Proven experience of working effectively with elected members/ NHS Board members in supporting the decision making process and in performance management and accountability	E	AF/I
<b>(c) Skills and Knowledge</b>		

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Extensive knowledge of the NHS and Local Authority agenda, including the social care agenda, and how transformational change can be delivered locally to enhance the well-being, health and independence of all.	E	AF,I
Extensive knowledge of policy, practice, drivers and behaviors relating to NHS acute secondary care services including the ability to “walk in the shoes” of providers in order to develop commissioning and contractual strategies which will deliver and sustain necessary and desired improvements.	E	AF/I
Extensive knowledge of the sources and reliability of policy and comparative data relating to secondary care services and of best practice learning and development opportunities to drive performance improvement	E	AF/I
Commercially and fiscally astute; able to develop strategically innovative and purposeful commercial proposals which support effective change and which control downside risks	E	AF/I
Ability to apply a high degree of political sensitivity and awareness	E	AF,I
A comprehensive understanding of clinical and non-clinical risk management in a health and care commissioning context	E	AF,I
A good understanding of the statutory requirements regarding service change and reconfiguration,	D	AF,I
A good understanding of the statutory, regulatory and assurance /accountability environment and requirements of the health and social care commissioning sectors; particularly as they relate to the secondary care sector	D	A/F, I
Knowledge of best practice methodologies to achieve maximum value in terms of outcomes and other organisational objectives.	E	AF,I
Financial/budgetary competence at a strategic and operational level.	E	AF,I
Well-developed influencing and negotiation skills	E	AF,I
Capability to lead and role model authentic engagement with staff groups at all levels and to stimulate and harness creativity, innovation and confidence	E	AF,I
Capability to support and role model authentic engagement and ownership/participation with patient and customer groups and with communities and to stimulate and harness creativity, innovation and confidence	E	AF,I
<b>(d) Personal Qualities and Attributes</b>		
Ability to lead, inspire and motivate and demonstrate commitment to achieving improved outcomes, quality, performance and value through authentic transformation in practices, attitudes and relationships	E	AF,I

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Proven success in leading cultural change	E	
Ability to analyse complex technical, relationship and cultural situations and produce effective solutions with the ability to think laterally and make difficult decisions that support strategic aims	E	I, Assessment
Proven ability to organise and present ideas and information; to communicate effectively in order to develop positive relationships to help achieve the agreed objectives and statutory requirements	E	I, Assessment
Well-developed leadership skills that promote confidence, collaboration, flexibility, motivation and which foster a positive organisational culture	E	I, Assessment
Outstanding interpersonal skills to engage authentically and effectively with a broad range of stakeholders from patients, customers, carers, community leaders, employees, clinicians and Elected Members. Demonstrably involves patients, customer groups and the public in change and transformation processes; showing demonstrable results	E	I, Assessment
Highly developed networking, advocacy, oral, written and presentation skills that are persuasive and influential with ability to create impact and positive relationships.	E	I, Assessment
Value diversity and difference; operating with integrity and openness	E	AF,I
Achievement orientated, self-starting and sustaining, resilient and innovative /creative in overcoming challenges to success	E	A/F, I
<b>(e) Behaviours and Values</b>		
<p>Approaches the job with the following values and behaviors:</p> <ul style="list-style-type: none"> <li>• Focusing on achieving with and for our communities</li> <li>• Valuing our people, staff and partners</li> <li>• Acting with authenticity and integrity</li> <li>• Using time and money purposefully and wisely</li> <li>• Working together</li> <li>• Always learning and improving</li> <li>• Respectful of diversity of opinions and perspectives</li> </ul>	E	AF/I



**APPENDIX G**

**Job Description**

**Job Title:** Director of Nursing & Quality and Improvement

**Department:** Executive Management Team

**Base:** Silver Street Bury

**Band:** VSM

**Organisational Relationships**

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**Accountable to:** Chief Officer

**Responsible for:** The post holder will be accountable for and provide specific executive leadership in the areas of:

- Strategic Quality Assurance and Quality Improvement
- Safeguarding processes and Assurance
- Research and Innovation
- Continuing Health Care delivery
- Health Care Associated Infections targets & system level improvement
- Professional Nurse Leadership
- Learning Disability deaths
- Personalized care, choice and Personal Health Budgets

## Organisational Chart

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## Job Role Purpose

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As a member of the CCG's Governing Body each individual will share responsibility as part of the team to ensure that the CCG exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the CCG constitution as agreed by its members. Each individual is there to bring their unique perspective, informed by their expertise and experience to support decisions made by the governing body as a whole.

As a member of the Executive Management team the post holder will ensure the CCG exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the CCG constitution. The post holder will demonstrate leadership in driving the strategic direction of the organisation, will ensure financial balance, will have vision and commitment to make necessary change by working collaboratively with all stakeholders through professional working relationships.

Key functions of the role include:

- Jointly accountable for all functions that ensure the effective delivery of the business of the CCG
- Be a key member of the organisation with regard to the integration of Health and Social Care agenda for the local population working with all stakeholders.
- Accountable for ensuring the delivery of the quality and safeguarding strategies for all services commissioned by the CCG
- Accountable for the delivery of the quality agenda and that patient safety is embedded, promoted and maintained
- Accountable for ensuring that the CCG fulfils its statutory requirements for quality and patient safety
- Drive improvements and ensure quality is delivered across all Provider contracts
- Providing expert nurse leadership at CCG Board level and developing a clear and accountable framework for nurse leadership throughout the CCG
- Responsible for all aspects of managing the teams of Quality, Safeguarding and Continuing Health Care for the CCG
- Accountable for the CCG health care associated infection Public Health England targets
- Provide leadership for health care associated infection reduction for the North East Sector CCGs
- Provide leadership across Greater Manchester for aspects of quality, safety & safeguarding as required working in a diverse and changing landscape
- Be an advocate for residents of Bury with regard to their health care
- Provide quality scrutiny for North West Ambulance services on behalf of Greater Manchester and report to NHSE on behalf of Greater Manchester
- Responsible and accountable for ensuring the CCG is responsive to the views of local people and promotes self-care and shared decision-making in all aspects of its business
- To contribute towards and participate in the Council's emergency planning on call Rota.

The post holder will work in a multidisciplinary/multiagency manner, establishing systems and processes and is accountable for the ongoing development, implementation and monitoring of plans and policies in relation to the quality, governance and patient experience agenda.

## **Duties & Responsibilities**

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### **QUALITY**

- Accountable for ensuring there are robust systems for clinical and professional input and involvement into service management, delivery and design.
- Lead on the development, agreement and provider delivery of Quality Improvement schemes including CQUIN schemes and Quality Premium.
- Work with NHSE colleagues to identify poor performance at provider, practice and/or practitioner level. Work with the appropriate regulator (CQC, NMC and/or GMC) and

practices and LMCs to understand the causes of poor performance and support remedial action.

- Accountable for the CCG at the Quality Board and provide the relevant reports to NHS England as required.
- Responsible for liaison with CQC with regards to the supply of information and monitoring of providers where concerns about regulated activity are identified.
- Work with NHE Improvement and other bodies to ensure continuous quality improvement.
- Jointly accountable as an Executive Management team member for the delivery of the CCG QIPP plans to ensure financial stability.
- Accountable for the budget for the Quality team.
- Provide executive level support to specific programmes as required including Learning Disabilities, Mental Health (all ages), physical health, including maternity.
- Accountable to Greater Manchester for scrutiny of quality and safety of North West Ambulance Services.
- Accountable for Learning Disability review of deaths programme with the regional and national team for the CCG.
- Responsible for the NES for Health Care Acquired Infection reduction in line with Public Health England expectations.
- Responsible for local expert clinical decision making in the case of outbreaks of infection creating a risk to population health to support the Director of Public Health
- Work with the CCG Clinical Chair to ensure the implementation of the CCG IFR policy with regard to complex commissioning cases; particularly CHC cases providing expert clinical opinion.
- Provide and receive highly complex, sensitive and contentious information, including presenting information about projects and dependencies to a wide range of internal and external stakeholders in formal settings.
- Provide and receive highly complex clinical information of a distressing nature, providing high level briefings internally and NHSE as required.
- Manage potentially aggressive and/or antagonistic situations with staff and stakeholders within change programmes for successful outcomes.
- Deal with complex and conflicting subject matter problems or in day-to-day work load in workshops, meetings, one-to-one communications and other events, comprising various parts of the business.

### **SAFEGUARDING**

- Accountable for, working in a multiagency/multi-professional manner to ensure all CCG statutory duties are met in relation to this role.
- Responsible for the management of the Children and Adult safeguarding team.
- Work with Executive Lead for safeguarding and designated officers to ensure appropriate strategic direction.
- Ensure the CCG effectively discharges its duties in terms of the management of incidents involving safeguarding adults and children working with lead and designated professionals and NHSE Directors as required.
- Ensure that the CCG has appropriate level representation at the local safeguarding boards (children and adult).
- Accountable for the budget for the Children and Adult safeguarding team.

### **CONTINUING HEALTH CARE**

- Executive and managerial lead for Continuing Health Care for Bury CCG and accountable for the budget and clinical decision making for the team.
- Clinically and managerially support the Continuing Health Care team in complex cases and resolution of local issues providing expert clinical nursing opinion.
- Work with HMR CCG with regard to the development of an effective Continuing Health Care service.
- Drive improvements in the delivery of Continuing Health Care for the Bury population, including delivery of Personal Health Budgets.

### **CLINICAL GOVERNANCE**

- Accountable lead for ensuring the CCG operates an effective quality risk management system that promotes organisational learning and quality improvement.
- Lead and provide expert complex clinical opinion on behalf of the North East Sector ensuring that systems are in place to investigate clinical incidents and patient complaints ensuring lessons are learnt and practice changed as appropriate.
- Provide expert clinical opinion to Provider organisations with regard to incidents and complaints.

- Ensure appropriate systems and processes are in place for the management, investigation and the learning from Serious Incidents.
- Be accountable to Greater Manchester Partnership for serious incident investigation and learning lessons; driving improvements to support safer services for people.
- Be responsible for ensuring systems and processes are established and maintained for the identification of clinical risks.
- Participate in the CCG on call rota as Director on call.

### **PROFESSIONAL RESPONSIBILITY**

- Provide executive professional nurse leadership and support to the nursing staff within the CCG to ensure that the Registered Nurses working within the CCG are appropriately supported in order that they can discharge both their professional duties and the requirements of their role and are able to revalidate as required by the NMC.
- Demonstrate a commitment to upholding The Nolan Principles of Public Life along with an ability to reflect them in his/her leadership role and the culture of the CCG
- Working autonomously, fulfilling the role in line with national and local guidance, policy and legislation, and interpreting how these should be applied within the organisation.
- Accountable for and is the named CCG Officer for Infection Control to ensure the CCG effectively discharges its statutory duties in relation to the Infection Prevention and Control agenda.
- 
- 
- To be responsible for ensuring the CCG is compliant with the NHS Constitutional indicators, national quality frameworks for monitoring and improving standards of care e.g. NICE Quality Standards and the NHS Outcomes Framework. Develop and implement quality improvement activities and programmes to demonstrate a culture of continuous quality improvement in line with the commissioning outcomes framework.
- Responsible for leading the CCG to meet the statutory obligations for Research and Innovation and ensuring national returns are completed and submitted.
- Accountable for the budgets associated with the post; Quality, Safeguarding and Continuing Health Care.
- Jointly responsible as a member of the Executive Management team and Governing Body member for ensure the CCG manages its budget allocation in line with constitutional standards.

- Act as a role model within the organisation and uphold the organisations values and behaviours.
- Be committed to ensuring that the organisation values diversity and promotes equality and inclusivity in all aspects of its business
- Provide support to the Chief Officer as required in carrying out the business of the CCG.

### **PARTNERSHIPS**

Key working relationships include:

Bury's CCG constituent practices; GPs & Practice Staff; Primary Care Providers; Local Authority Representatives (including Health & Well Being Board Members); Bury Locality PCT & NHS Greater Manchester; PCT Locality Board & Sub-Committees; Secondary Care, Mental Health and Community Service Providers; NHS Commissioning Board; other CCGs; Bury Local Involvement Networks; Service Users & Carer Groups; Third Sector Organisations; MPs; Local & National Media.

The post holder will:

- Work in a multidisciplinary/multi agency manner, establish systems and processes to ensure the ongoing development, implementation and monitoring of plans in relation to CCG plans and objectives.
- Nurture key relationships with senior and high profile individuals and responsible for the maintenance of networks.
- Employ effective communication, negotiation and influencing skills to enable stakeholder relationships to deliver the CCG objectives
- Work with Bury Local Authority and Public Health on the health and social care integration agenda.
- Work with Local Authority partners of quality assurance and quality improvement across providers of health and social care
- Lead on liaison with NHSE Nurse Director and assist as necessary in discharging their functions effectively.
- To liaise effectively with the Shared Services provider as required.
- Contribute to other related clinical strategies and professional networks both locally and nationally.
- Represent the CCG at the Public Health England programme meetings.
- To work with other stakeholders, including third sector groups, community organisations and statutory partners, to develop their involvement and contribution to the full remit of NHS business including priority setting and service development.

## RESEARCH AND DEVELOPMENT

- Develops a strategy including research and development to identify, develop and promote best practice.
- Drawing from experience and expertise in other academic fields and industries, ensures that the population from relevant initiatives.
- Highlight, promote and report innovative approaches to education and training, particularly their impact on quality and service delivery.

## Standard Paragraphs

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It is the responsibility of each member of staff to maintain confidentiality at all times. As a CCG employee you are required to uphold the confidentiality of all records held by the CCG, whether patient records or CCG information. This duty lasts indefinitely and will continue after you leave the CCG employment. All information which identifies individuals in whatever form (paper/pictures, electronic data/images or voice) is covered by the 1998 Data Protection Act and should be managed in accordance with this legislation.

Staff must be aware of and adhere to the provisions of the Health and Safety at Work Act and to ensure their own safety and the safety of colleagues and patients.

Mandatory training requirements that are relevant to the post must be decided during Personal Development Review and a training plan developed.

Staff should be aware of their individual responsibilities under the Equal Opportunities Policy and ensure that they adhere to the provisions of the policy.

This job description is not meant to be exhaustive. It describes the main duties and responsibilities of the post. It may be subject to change in the light of developing organisational and service needs and wherever possible change will follow consultation with the post holder.

### Safeguarding Children

Under section 11 of the Children Act 2004 all NHS staff must ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children (Working Together to Safeguard Children, DCSF 2013).

All staff need to ensure, as part of their work with children and families and with adults who are parents or carers who are experiencing personal problems, that the needs of the children are considered and that where necessary they are assessed and appropriate referrals are made. Staff need to be aware of the relevant parts of *What To Do If You're Worried A Child Is Being Abused* (DfES 2006).

<https://www.education.gov.uk/publications/standard/publicationdetail/page1/dfes-04320-2006>.

It is incumbent on all staff to ensure that they undertake child protection / safeguarding children training as per *Safeguarding Children and Young people: roles and competences for health care staff Intercollegiate document September 2014* and their own organisation's Safeguarding Children Learning & Development Framework.

[http://www.rcpch.ac.uk/sites/default/files/page/Safeguarding%20Children%20-%20Roles%20and%20Competences%20for%20Healthcare%20Staff%20%2002%20%20%20%20\(3\).pdf](http://www.rcpch.ac.uk/sites/default/files/page/Safeguarding%20Children%20-%20Roles%20and%20Competences%20for%20Healthcare%20Staff%20%2002%20%20%20%20(3).pdf)

## **Safeguarding Adults**

Under sections 42 to 47 of the Care Act (2014) chapter 14 of the statutory guidance states:

*Safeguarding means protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action.*

*Professionals should work with the adult to establish what being safe means to them and how that can be best achieved.*

All staff must comply with mandatory training requirements and ensure that adult safeguarding is embedded as an essential part of their daily practice. Safeguarding is everyone's business and staff within the organisation have a particular responsibility to ensure all safeguarding concerns are responded to effectively and efficiently in accordance with the local Safeguarding Adults Board Policy and Procedure.

<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/366104/43380\\_23902777\\_Care\\_Act\\_Book.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/366104/43380_23902777_Care_Act_Book.pdf)

## **Person Specification**

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	<b>Essential</b>	<b>Desirable</b>
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<p><b>Qualifications / Knowledge</b></p>	<p>Registered Nurse</p> <ul style="list-style-type: none"> <li>- Relevant post-graduate qualification at masters level or equivalent level of experience</li> <li>- plus further qualifications or experience to doctorate level relevant to clinical areas such as safeguarding, infection control or other nursing expertise and</li> <li>- significant leadership experience in healthcare organisation/s</li> </ul> <p>Working knowledge of clinical and corporate governance and information governance.</p> <p>Understanding of Patient Experience methodologies and experience of using these.</p> <p>Clinically qualified with current NMC registration</p> <p>Evidence of highly developed knowledge of clinical risk management</p> <p>Experience of adult and children's safeguarding agenda</p> <p>Extensive knowledge of specialist areas, acquired through post graduate diploma or equivalent experience or training plus further specialist knowledge or experience to master's level equivalent.</p> <p>Evidence of leading and developing organizational teams.</p> <p>Evidence of post qualifying and continuing professional</p>	<p>Knowledge of change management methodology</p> <p>Teaching/Training qualification</p> <p>Root Cause Analysis training and investigation skills</p> <p>Experience of working in a CCG</p>
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	<p>development</p> <p>Must have an understanding of the background to and aims of current healthcare policy in Harrogate and across West Yorkshire and appreciate the implications of this on engagement</p> <p>Should have an understanding of the relationship between NHS England and individual provider and commissioning organisations</p> <p>Evidence of continuing professional development</p> <p>Knowledge of the current NHS Quality agenda</p> <p>ECDL or proof of ability in Word/Microsoft office</p>	
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<p><b>Experience</b></p>	<p>Significant post qualification with experience of working in a variety of settings across the health economy with recent experience of working at a senior level within a healthcare environment</p> <p>A track record of leading change or taking a key role in service improvements within a clinical setting leading to demonstrable improvements in experience for patients</p> <p>Recent experience of setting and monitoring quality standards and outcome measures</p> <p>Teaching and presentation skills</p> <p>Experience of managing staff Professional credibility in field of previous practice</p> <p>Caldicott Guardian experience and hold a recent training qualification</p>	
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<p><b>Skills / Competencies</b></p>	<p>Excellent written and verbal communication skills- ability to communicate highly complex and/or sensitive issues or information to senior managers, external agencies for example communicate the findings from complex multi-agency investigations following a serious incident</p> <p>Experience of multi-professional working and proactively working across professional boundaries</p> <p>Experience of holding a budget and budget setting also the managing of budgets for a range of services including CQUINS</p> <p>Quality Patient and excellence focused</p> <p>Facilitation, motivational and negotiation skills</p> <p>Ability to prioritise and work to tight deadlines – work pattern is both predictable and unpredictable with a frequent requirement for concentration</p> <p>Advanced problem solving and decision making skills with the use of analysis and interpretation of highly complex information to decide on the best way forward for the CCG</p> <p>Self-motivated, assertive, proactive and innovative</p> <p>Self-starter, completer-finisher</p> <p>Confident, resilient team player</p> <p>Ability to travel effectively</p>	
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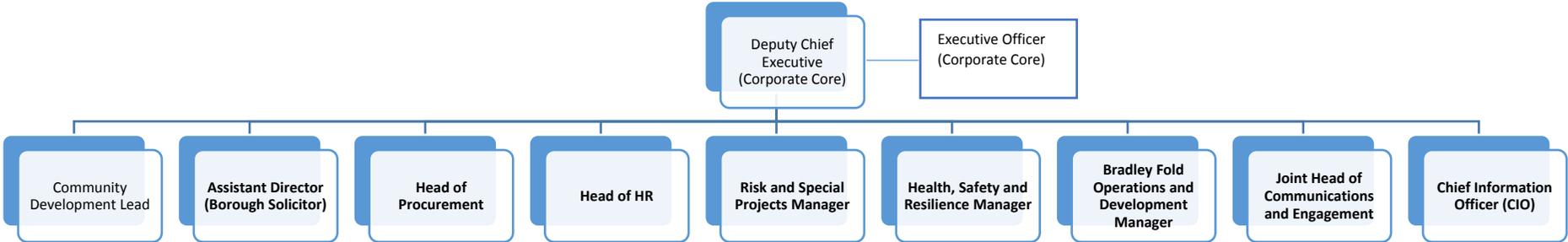
	across the area of the CCG	
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**Appendix H**

**Corporate Core leadership structure**



- **Community Development Lead:** Arts and Culture/ Adult Learning/ Archives/ Community Development
- **Assistant Director (Borough Solicitor):** Democratic Services/ Elections/ Legal / Data Protection
- **Head of Procurement:** Corporate Contracts Register/ Social Value Procurement
- **Head of HR:** Human Resources
- **Risk and Specials Project Manager:** Corporate Risk Management framework and risk register
- **Health, Safety and Resilience Manager:** Health and Safety/ Resilience and Emergency planning
- **Bradley Fold Operations and Development Manager:** Operational Community Safety / Community Response/ Control Room
- **Joint Head of Communications and Engagement:** Customer Contact/ Communications/ Press/ Neighbourhood Engagement
- **CIO:** Policy / Performance and Intelligence/ IT/ Strategic Community Safety

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**Posts proposed to move to new Corporate Core service areas (excluding separate reviews eg HR and services where no change proposed)**

*[CWB] – denotes post currently within Communities and Wellbeing*

*[CYP] – denotes post currently within Children and Young People*

*[R&R] –denotes post currently within Resources and Regulation*

**IT**

- Head of ICT [R&R]
- Technical Support Manager [R&R]
- Senior Business Solutions Project Manager [R&R]
- Senior Applications Engineer x 3 [R&R]
- Business Process Analyst (CRM) x 3 [R&R]
- Business Process Analyst (EDRM) x2 [R&R]
- Applications Team Leader [R&R]
- Senior Applications Engineer x 8 [R&R]
- Applications Engineer Apprentice x 2 [R&R]
- Applications Engineer x2 [R&R]
- User Support Team Leader [R&R]
- User Support Reprographics Officer [R&R]
- Senior User Support Technician x4 [R&R]
- User Support Apprentice [R&R]
- Service Desk Supervisor [R&R]
- Senior Service Desk Technician x4 [R&R]
- Senior Finance and Telephony Officer [R&R]
- Finance and Telephony Officer [R&R]
- ICT Finance and Admin Assistant x2 [R&R]
- Senior Technical Support Officer x4 [R&R]
- Technical Support Officer [R&R]
- IT lead [CWB]
- Senior Information Systems Officer [CWB]
- Senior Admin Support Officer [CWB]
- Performance Officer IT Analyst [CWB]
- Information and Systems Manager [CYP]
- Information Systems Co-ordinator [CYP]
- Information Systems Officer x2 [CYP]

(Also responsible for commissioning of CCG IT services)

**Performance**

- Performance and Intelligence Lead [CWB]
- Performance lead [CWB]
- Strategic Planning Analyst [CWB]
- Performance Officer x 4 [CWB]
- Intelligence Lead[CWB]
- SCIL Performance Officer x2 [CWB]

- Performance Monitoring and Reporting Officer [CYP]

## **Community Development**

- Social Development Manager [CWB]
- Self-Care Development Officer [CWB]
- Bury Directory Co-ordinator [CWB]
- Bury Directory Development Officer [CWB]
- Bury Directory Development Officer – Childrens [CYP]
- Bury Directory Assistant [CWB]
- Bury Directory Apprentice [CWB]
- Neighbourhood Engagement Manager [CWB]
- Neighbourhood Engagement Co-ordinator X2 [CWB]
- Neighbourhood Funding Officer [CWB]
- Carers Engagement Officer [CWB]
- All arts, culture and heritage staff including and currently under Head of Arts and Museums
- All Adult Education staff including and currently under Head of Adult Learning [CWB]

(also responsibility for c. £1m transformation funding)

## **Communication and Engagement**

- Joint Head of Communication, Engagement and Marketing
- Councillor Casework administrator [CWB]
- Customer Complaints Co-ordinator (Adult Social Care) [CWB]
- Press and Media Liaison Officer [R&R]
- Leisure Communications Officer [CWB]
- Communications Manager [CWB]
- Communication and Marketing Officer x2 [CWB]
- Social Engagement Manager [CWB]
- One Community Engagement Officer [CWB]
- One Community Engagement Apprentice [CWB]
- Recruitment and Foster Carer Engagement Officer [CYP]
- Customer Contact Centre – all staff including and currently under Contact Centre Manager [R&R]

## **Health and Safety**

- Health, Safety and Resilience Manager [R&R]
- Health, Safety and Resilience Advisor [R&R]
- Health, Safety and Resilience Co-ordinator [R&R]
- Assistant health, safety and resilience advisor x 2 [R&R]
- AGMA Project Manager [R&R]
- Health and Safety Advisor [CWB]

- Health and Safety Officer [CWB] 0.9 FTE

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### JOB DESCRIPTION

<b>Post Title:</b> Joint Head of IT	
<b>Department:</b> Corporate Core	<b>Post No:</b>
<b>Division/Section:</b> IT	<b>Post Grade:</b> Grade CO Band A
<b>Location:</b> Any location within the Borough of Bury	<b>Post Hours:</b> 37 (flexi scheme in operation)
<p><b>Special Conditions of Service:</b></p> <p>The nature of the post will require the post holder to work flexibly dependent on the needs of the job. This can include attending events or meetings outside of normal working hours and working agilely from different offices or home as appropriate.</p>	
<p><b>Purpose and Objectives of Post:</b></p> <p>To provide leadership across Council and CCG IT functions. Whilst this is a joint leadership role it will be overseeing two distinct services</p> <p>Overseeing the delivery of Council in-house improvement work, specifically to mitigate existing risks in IT architecture, through direction of head of IT and associated team, and operating as strategic client for the CCG with delivery through a commissioned partner.</p> <p>To establish, develop and lead an IT strategy to drive improvement.</p> <p>To provide corporate leadership on information data security. The post holder will drive and ensure a consistent approach to the opportunities digital technology presents and ensuring the organisation (and wider Borough) has fit-for-purpose digital and IT infrastructure and services.</p>	
<b>Accountable to:</b> Deputy Chief Executive (Corporate Core)	
<b>Immediately Responsible to:</b> Chief Information Officer	
<b>Immediately Responsible for:</b> IT Manager (Council); CCG Commissioned Delivery	

**Relationships: (Internal and External)**

**Internal** – Leader of the Council, Elected Members, Chief Executive, Joint Executive Team, Senior Managers, Departmental and wider corporate colleagues, Employee Groups (eg BAME), CCG Governing Body, Integrated Neighbourhood Teams

**External** – Members of the public, Employees of other Local Authorities, Partner Organisations, GPs, wider health partners including Acute Trust, GMCA and GM Health and Social Care Partnership, regional and national industry groups

**Control of Resources:**

Proactive management of workforce within direct control and matrix management to ensure efficient deployment of capacity and capability to meet required objectives.

Effective use of ICT/ digital equipment and systems including hardware and software.

Responsible for effective management of budgets, including capital funds in relation to the Council's IT improvement.

Other resources delegated to the post holder to support and deliver specific projects

**Duties/Responsibilities:**

- Establish and lead an effective joint IT function with the CCG to provide internal IT infrastructure which is safe, efficient, reliable and enabling agile ways of working.
- To provide leadership over two distinct teams – direct provision within the Council and as strategic client for the CCG with delivery through a commissioned partner.
- To provide leadership and direction on the stabilisation of the Council IT estate, essential business as usual functions (eg helpdesk) and develop proposals for future improvements.
- To ensure clear, resourced (cost/staff time) planning in place to identify and address system hardware and software including clear understanding of the baseline
- To develop and implement an IT Strategy and delivery roadmap which details technical provision, delivery models and articulates future resource requirements as a basis to a wider digital strategy, information security and compliance with GDPR.
- Ensure robust business continuity plans in place in relation to IT provision, both within direct Council provision and in relation to commissioned CCG services, to enable staff to do their work and for local residents to access information and services.
- Ensure the efficient self-serve functionality is in place with back up professional support to deal with helpdesk and servicedesk issues.
- Create, develop and disseminate data and reporting tools to aid the monitoring of IT performance and information governance compliance at an organisational level, providing the framework for this at a departmental/service level and reporting up to partnership boards.
- To ensure cyber security provision is to a high standard and proactively maintained.
- Responsibility for the successful and timely production and submission of all statutory and governmental IT related returns; similarly data returns required as part of regional devolution activity to ensure Bury fulfils obligations in GM submissions.

- Build and maintain strong working relationships including with :
  - Elected Members to promote digital solutions to provision and support agile working (including paperless meetings)
  - Health partners to ensure commissioned delivery is effective, enabling staff to carry out their work efficient and promotes digital developments to support the public sector reform agenda.
  - Local partner leads to ensure synergy in digital development and implementation aligned to the GM Unified Public Services Plan and wider devolution agenda.
  - Senior officers to convert the digital strategy into action and ensure quality assurance of reporting against these.
  - suppliers to ensure value for money and good working relationships.
- Line management of IT staff, with matrix management of wider workforce in the development of systems and processes and information management.
- Prepare and present reports to Corporate Core Management Team and portfolio meetings; produce papers for Cabinet and Council Committees, such as Overview and Scrutiny; and produce reports and briefings for Partnership Boards on IT developments
- Represent Bury on regional/national best practice groups
- Effectively programme manage and co-ordinate projects and work across the Department.
- As an employee of Bury Council you have a responsibility for, and must be committed to, safeguarding and promoting the welfare of children, young people and vulnerable adults and for ensuring that they are protected from harm.
- Bury Council is committed to equality, diversity and inclusion, and expects all staff to comply with its equality related policies/procedures, and to treat others with fairness and respect.
- The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.
- As an employee of Bury Council you should contribute to a culture that values and supports the physical and emotional wellbeing of your colleagues.

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of supplemental Conditions of Service)

<b>Job Description prepared by:</b>	<b>Sign:</b>	<b>Date:</b>
<b>Agreed correct by Post holder:</b>	<b>Sign:</b>	<b>Date:</b>
<b>Agreed correct by Supervisor/Manager:</b>	<b>Sign:</b>	<b>Date:</b>

**DEPARTMENT OF CORPORATE CORE SERVICES****JOINT HEAD OF IT**

<b>SHORT LISTING &amp; INTERVIEWING CRITERIA</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
Educated to degree level or with a relevant professional qualification, with evidence of continued professional development	✓	
Extensive knowledge of ICT systems and infrastructure	✓	
Proven analytical and problem solving capabilities	✓	
Proven experience of leading teams with relevant specialisms in a large and complex organisation and across organisations	✓	
Knowledge/experience in the specification, analysis, design, development and implementation of IT systems	✓	
Evidence of working effectively and collaboratively with a diverse range of professionals and partners, across organisational boundaries, with a proven track record of in delivering change and improvement and providing complex advice	✓	
Understanding of the national and local political context	✓	
Evidence of leading innovative transformational change that delivers improved outcomes	✓	
Demonstrable understanding of Bury and its challenges	✓	

**CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS**

**The short-listing criteria listed above plus the following:**

<b>ASSESSMENT METHOD</b>	<b>CRITERIA</b>
Interview / Assessment	
Interview / Assessment	

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**JOB DESCRIPTION**

<b>Post Title:</b> Community Development Lead	
<b>Department:</b> Corporate Core	<b>Post No:</b>
<b>Division/Section:</b> Community Development	<b>Post Grade:</b> SM 2
<b>Location:</b> The post holder will be based within the Bury Campus, however may be required to travel within the locality to deliver the requirements of the role.	<b>Post Hours:</b> 37
<b>Special Conditions of Service:</b>	
<p><b>Purpose and Objectives of Post:</b></p> <ul style="list-style-type: none"> <li>• To reduce demand on public services and strengthen the social fabric within the Borough by promoting the independence of residents and develop social capital.</li> <li>• To develop and instil public sector reform principles across the Borough, in line with the GM Model of Unified Public Services.</li> <li>• Develop initiatives that enable a system behaviour change of our people, professionals and partners, moving away from a deficit model towards a resilient and strength based model, enabling Local People to help themselves and others (Self-care and self-management)</li> <li>• Lead the development and support sustainability of a Voluntary Community and Faith infrastructure and provide partnership support and direction for those organisations within the Voluntary Community and Faith sector.</li> <li>• Strategic leadership for the provision of art, culture and heritage across the Borough and the crucial role this plays within the Bury offer and community development locally.</li> <li>• Strategic leadership for the further development of Adult Learning in promoting lifelong skills; enhancing quality of learning and life chances.</li> </ul>	
<b>Accountable to:</b> Deputy Chief Executive (Corporate Core)	
<b>Immediately Responsible to:</b> Deputy Chief Executive (Corporate Core)	

**Immediately Responsible for:** Social Development Manager, Neighbourhood Engagement Manager, Carers Engagement Officer, Arts and Museums Officer, Head of Adult Learning

**Relationships: (Internal and External)**

All employees within directorate and employees across the Council and CCG

All Executive Directors and Chief Officers of the Council/CCG

Elected Members

Voluntary Community and Faith Alliance

Voluntary Community and Faith Sector organisations, groups and initiatives

Public Sector Reform Partners locally and up to GMCA

Lead Officers within the Team Bury Partnership, AGMA, regional and national bodies and agencies

**Control of Resources:**

- Financial** - Control of Revenue, Capital & Grant funding Budgets aligned to the role
- Personnel** - Control, discipline, training & direction of all employees responsible for
- Equipment** - Ultimate responsibility for all equipment used by the Division
- Health/Safety** - Health, Safety and Welfare of all employees of the service

## Public Sector Reform

1. Accountable for the development and delivery of the Public Sector Reform programme of work across Bury, articulating and delivering the local incarnation of the GM Model of Unified Public Services, ensuring the Voluntary, Community and Faith Infrastructure and wider sector are at the heart of the transformation.
2. Strategic lead on behalf of the Council for the emerging neighbourhood model of working being developed across Public Sector Partners.
3. Strategic lead for co-production, empowering internal services and Public Sector partners to build co-production into service review, design, development and commissioning, driving towards potential future community commissioning
4. Responsible for the development of initiatives and schemes that develop community capacity and social capital, so that people can exercise greater choice and control over their lives; enabling them to help themselves and others.
5. Responsible for managing and developing the Neighbourhood Engagement & Development Framework, ensuring it is well established and understood within the organisation, across partners and our public.
6. Actively develop partnerships and relationships and activities that foster collaboration, trust and support for the effective delivery of services.
7. Ensuring strength and asset based approaches are embedded within Council service provision across communities and increasingly so across Public Sector Reform partners.
8. Strategic Lead for Person and Community Centred Approach, representing Bury at local networks and meetings ensuring Bury shares and promotes its thinking and learns from best practice locally (including leading and developing peer challenge, workshops, training and events to showcase Bury initiatives).
9. Research and develop local relationships with a wide range of providers, stakeholders, agencies and Voluntary, Community and Faith organisations, staying appropriately networked and abreast of trends, news, events and deadlines, so that all possible, new or enhanced opportunities are exploited.
10. Strategic Lead for driving and supporting the development of a Social Prescribing framework in Bury, aligning to other partners. Ensuring outcomes and aspirations align to Council, local and GM transformation priorities and management of associated funding
11. Supporting the 'People Powered Bury' programme of work to build stability and capability within Bury communities to over time become 'Communities in Charge'.
12. Strategic lead for developing Local Community Forums, instilling collaboration of local people, councillors, businesses and community groups to achieve the best outcomes for their local area.
13. Strategic Lead for community asset transfers and or where a community asset is leased to local Voluntary Community and Faith groups.

- 14.Strategic Lead for linking communities into the development of policy and strategy development in particular the development of Borough wide Strategy.
- 15.Lead, manage and development of a local self- care, information search and source system (the Bury Directory) providing- residents, professionals and partners in Bury and beyond, information that can help them to help themselves and others. Using this as a catalyst to reduce reliance on traditional services, enable and empower self-management of long term conditions and reduce inequalities.
- 16.Lead, manage and development of a local self- check tool that will enable local people either independently or supported, to identify the local offer and connect to it.
- 17.Ensure that officers and members understand the needs of our residents though regular analysis of feedback, community insight and by reporting intelligence in an efficient and understandable manner

### **Voluntary, Community and Faith Infrastructure**

- 18.Strategic Lead for developing, leading and overseeing the strategic development of the Voluntary, Community and Faith Infrastructure hub and the development and implementation of its priorities and plans in conjunction and coproduction with Voluntary, Community and Faith sector, public and potentially private sector partners.
- 19.Support the stability and sustainability of the Voluntary Community and Faith infrastructure in Bury, ensuring its promotion and links/ partnership to Council initiatives, projects and senior leaders and that of Public Sector Reform partners.
- 20.Responsibility for community asset mapping in conjunction with the Voluntary, Community and Faith Infrastructure. Maintaining up to date records of community based services and networks.
21. Encouraging the development of social enterprises in Bury, working with local business sector to support the Voluntary, Community and Faith sector by sharing knowledge, expertise or funding support via Corporate Social Responsibility.
- 22.Identify, develop and lead methods for improving communications and engagement to and with communities, also building community capacity.
- 23.Linking with Voluntary Community and Faith Infrastructure organisation and helping build a bridge between statutory services, communities and the Voluntary Community and Faith sector.
- 24.Attracting funding to the borough, to address key local priorities through collaboration and innovation. Accessing new streams of funding, regionally, nationally and internationally to bolster existing assets as well as develop new and innovative models of health and care which have the Voluntary, Community and Faith sector, early intervention and prevention at their core.
- 25.Management and allocation of any available grants and funding to communities, such as The Pitch events.

### **Art, Culture and Heritage**

- 26.Strategic lead for development of art, archives, culture and heritage as integral part of local communities, linking local people, assets and resources together at place.

27. To ensure the Borough's Cultural Heritage Strategy in conjunction with the Corporate Policy lead, to reflect the Bury Strategy and Greater Manchester Cultural Strategy.

28. To ensure the promotion of Bury as 'destination' for quality culture to drive the Borough's visitor economy and as a key aspect of the Bury Strategy

29. Lead the engagement of local people into cultural opportunities as a means of promoting life chances, specifically providing corporate leadership on the Local Cultural Education Partnership.

### **Adult Learning**

30. Provide Corporate Leadership for the development of Bury Adult Learning to take advantage of opportunities arising from the devolution of Adult Education to Greater Manchester.

31. Ensure Adult Learning is embed within local communities to enable and promote lifelong skills development and increase life chances for all.

### **Corporate Leadership**

32. Act as a strategic leader in the corporate core of the council, supporting the Corporate Leadership Team, the departmental management team, the cabinet and all councillors

33. A key member of the senior manager's group, providing direction, support and challenge to drive corporate objectives and ensure that the council leads the delivery of services that meet the needs of our residents.

34. Supporting the Deputy Chief Executive on supporting and advising Councillors and senior officers on responsibilities and issues affecting council wide policy, strategy and development of communities.

35. Support the development of the medium term financial planning approach with a programme approach to service redesigns, political priorities and driving new initiatives to enable the council to 'live within its means' shaping community resource effectively.

36. Lead on the development of major change projects as required.

37. Lead by example, setting system, cultural and value based leadership.

38. Deputise for the Deputy Chief Executive as required.

### **Resource Management**

39. To lead, motivate, direct, manage and develop staff ensuring strategic and operational priorities and workplans are delivered.

40. To ensure effective partnership and collaborative working across the council, CCG and Public Sector Reforms colleagues, in particular the Voluntary, Community and Faith Alliance and wider sector working within and across traditional departmental boundaries.

41. As an employee of Bury Council you have a responsibility for, and must be committed to, safeguarding and promoting the welfare of children, young people and vulnerable adults and for ensuring that they are protected from harm.

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42. Bury Council is committed to equality, diversity and inclusion, and expects all staff to comply with its equality related policies/procedures, and to treat others with fairness and respect.
43. The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies
44. As an employee of Bury Council you should contribute to a culture that values and supports the physical and emotional wellbeing of your colleagues.
45. Pursuit and management of grant and other funding as applicable.

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of supplemental Conditions of Service)

<b>Job Description prepared by:</b>	<b>Sign:</b>	<b>Date:</b>
<b>Agreed correct by Postholder:</b>	<b>Sign:</b>	<b>Date:</b>
<b>Agreed correct by Supervisor/Manager:</b>	<b>Sign:</b>	<b>Date:</b>



### DEPARTMENT FOR CORPORATE CORE SERVICES

#### COMMUNITY DEVELOPMENT LEAD

<b>SHORT LISTING &amp; INTERVIEWING CRITERIA</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
Educated to degree level or with a relevant professional experience	✓	
Experience of working within a political environment providing balanced advice, inspiring trust and confidence on strategic and operational matters	✓	
Expert knowledge of the public sector reform agenda, especially in relation to Greater Manchester and experience of leading developments in this manner.	✓	

Evidence of extensively working effectively and collaboratively with a diverse range of professionals and partners, across organisational boundaries, with a proven track record of in delivering change and improvement	✓	
Evidence of leading innovative transformational change that delivers improved outcomes.	✓	
Experience of managing a diverse service area with complex and competing priorities, whilst supporting and developing employees.	✓	
Excellent organisational and planning skills with proven ability to manage projects and programmes.	✓	
Evidence of leading and developing strategies or initiatives to empower communities.	✓	
Experience of identifying opportunities and presenting creative and innovative ideas.	✓	
Strong and extensive experience of working with the voluntary, community and faith sector.	✓	
Ability to horizon scan, understand the local, regional and national public sector agenda with a track record of giving the appropriate strategic steer for senior officers and councillors.	✓	
A proven track record of working at a senior level, demonstrating organisational culture, values and behaviours in your leadership approach.	✓	
Evidence of leading innovative transformational change that delivers improved outcomes.	✓	
Proven analytical and problem solving capabilities.	✓	
Demonstrable understanding of Bury and its challenges.	✓	
Knowledge of programme and project methodologies and with proven ability to manage projects and programmes		✓

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Appendix L: Net effect as a result of Chief Officer posts established, deleted, shared or costs capitalised

Chief Office posts <b>established</b>	Basic salary (£)	Salary including oncosts (£)	Chief Office posts <b>deleted</b>	Basic salary (£)	Salary including oncosts (£)	<b>Saving</b> from sharing CCG / capitalisation	Basic salary (£)	Salary including oncosts (£)	<b>Net effect (£)</b>
Executive Director of Strategic Commissioning	116,161	152,171	Executive Director of Communities and Wellbeing	126,989	166,356	50% of Exec Director of Strategic Commissioning	58,081	76,085	<b>-90,270</b>
Director of Community Commissioning (DASS)	94,287	123,516	Assistant Director Strategy and Finance (Adult Social Care)	90,254	118,233				<b>5,283</b>
Childrens Commissioning Lead	60,468	79,213	Strategic Lead Childrens Strategy and Commissioning	60,468	79,213				<b>0</b>
Joint Head of Council/ CCG IT	55,096	72,176				50% Joint Head of IT	27,548	36,088	<b>36,088</b>
			Executive Director Business Growth and Infrastructure	126,989	166,356	2 x Directors of Business Growth and Infrastructure (50% capitalisation)	102,503	134,279	<b>-300,635</b>
			Head of Financial Management	60,489	79,213				<b>-79,213</b>
			Assistant Director Localities	82,452	108,012				<b>-50,600</b>
			Assistant Director (HROD)	66,853	87,577				<b>-108,012</b>
			Head of HR Childrens Workforce	59,160	77,500				<b>-77,500</b>
						50% of Chief Information Officer	44,152	57,839	<b>-57,839</b>
<b>Sub-total</b>	<b>326,012</b>	<b>427,076</b>		<b>673,633</b>	<b>882,460</b>		<b>232,284</b>	<b>304,291</b>	<b>-759,675</b>

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## **Appendix L: Gold/Silver command as per 23<sup>rd</sup> September report**

### **Gold**

- Deputy Chief Executive, Corporate Core
- Executive Director of Strategic Commissioning
- Executive Director of Children's Services
- Executive Director of Operations
- Joint Chief Finance Officer

### **Silver**

- Chief Information Officer
- Assistant Director Legal Services
- Head of Communication and Engagement\*
- Head of HR
- Director of Community Commissioning
- Director of Public Health
- Assistant Director - Adult Social Care
- Consultant in Public Health
- Assistant Director - Children's Social Care and Safeguarding
- Assistant Director -Early Years
- Interim Assistant Director - Education and Inclusion
- Deputy Chief Finance Officer
- Head of Strategic Business and Finance
- Director of Housing Growth and Development
- Director of Economic Regeneration and Capital Growth
- Strategic Lead HR
- Principal Social Worker
- Intermediate Tier Lead
- Neighbourhood Lead
- Children's Commissioning Lead
- Strategic Lead Strategy and Development
- Strategic Lead – Placement
- Strategic Lead – Schools, Academies and Colleges
- Strategic Lead – Safeguarding
- Strategic Lead – QA and Performance
- Strategic Lead – Early Help
- Strategic Lead – MASH and Initial Response
- Assistant Director of Operations
- Head of Management Accountancy

\*Communications role for on-call to be confirmed

The following non-Chief Officers are currently on the Tactical (Silver) command rota. They are to be offered the opportunity to be part of the Forward Incident rota without any contractual change at this stage.

- Head of Streetscene Maintenance

- Sports Development Manager
- Principal Strategy Officer
- Head of Waste Management