

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 16th May 2022
Report for: Information and approval
Report of: Angela Beadsworth, interim Director of HR

Report Title

Proposed changes to the Council's Senior Leadership arrangements as a consequence of the establishment of the Integrated Health and Care System following the passing of the Health and Care Act 2022

Recommendations

It is recommended that the Committee:-

- 1. Notes the proposed changes to the job description and role profile of the Chief Executive to incorporate the duties as Place Based Lead (PBL) for Health and Care Integration arising by virtue of proposals for the integration of health and social care pursuant to the Health and Care Act 2022.**
- 2. Recommends that Council approves a revised salary for the Chief Executive of £182,081 per annum in recognition of the extension of the duties and responsibilities which will be covered by the role.**
- 3. Recommends that Council approves the salary level of £145,145 per annum for the Corporate Director of Strategy and Resources in recognition of the additional duties arising by virtue of the decision that she should continue to act as Deputy to the Chief Executive.**
- 4. Notes that the GM Integrated Care Board ("ICB") has indicated that it will look to appoint a senior delivery lead to support the PBL in the delivery of the NHS functions and who is proposed to be jointly accountable to the ICB and to the Trafford Council Chief Executive.**
- 5. Notes that the proposed arrangements for the PBL are proposed as a holding position while the governance arrangements for integrating health and care continue to evolve and be clarified; and**
- 6. Notes that the proposed PBL arrangements are due to be reconsidered by the Trafford Locality Board in December 2022 and that there will be a further report to the Committee and/or Council following that review.**

Relationship to Policy Framework/Corporate Priorities

The proposed changes to the senior Management team will strengthen the team and enable it to fully support delivery of services in line with the Council's Strategic Framework and the Corporate Priorities. In particular this will support the work in

	relation to the Corporate Priority of reducing health inequalities.
Financial	This proposal is fully funded.
Legal Implications:	The Council is required to approve the appointment of the Head of Paid Service. In this instance it is proposed that the role profile for the Head of Paid Service is changed in order to accommodate the new role as Place Based Leader under the proposals for the integration of Health and Care under the Health and Social Care Bill 2021. This involves a revision of the job description and an increase to the salary to be paid. The Council is also required to approve all salary and benefits packages in excess of £100,000 on recommendation from the Employment Committee
Equality/Diversity Implications	We continuously strive to be inclusive and are committed to creating an environment that values and respects the diversity and richness that differences bring. By being inclusive, we can then better understand our residents and businesses and, in turn, serve them better.
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	The proposed arrangements will strengthen the Senior Management team allowing it to take on the additional roles and responsibilities which are required to be addressed by virtue of changes will come into effect when the Health and Care Bill is enacted.
Risk Management Implications	The arrangements proposed will strengthen the leadership team and will mitigate the risks that would arise if steps were not taken to provide additional support to take on the expanded duties and responsibilities.
Carbon Reduction	None
Health & Wellbeing Implications	None
Health and Safety Implications	None

1.0 Introduction

- 1.1 This paper outlines the proposals to create the role of a Place Based Lead for Health and Care Integration (PBL) who will drive the establishment of Integrated Care Systems in each locality under the provisions of the Health and Care Bill 2021. Each of the 10 Districts in GM will be required to nominate an individual to this role. For Trafford it is proposed that the PBL should be the Trafford Council Chief Executive.
- 1.2 The proposed duties and responsibilities of the PBL are set out in a GM Accountability Framework and summarised in this report.

- 1.3 The report details the proposed establishment of a Place Executive Delivery role – appointed by the GM Integrated Care Board. It also sets out the proposal that the Corporate Director of Strategy & Resources continues to act as deputy to the Chief Executive in order to provide additional support and leadership stability for the council as we embark on the implementation of new delivery models for locality health and care services.
- 1.4 Changes to the remuneration for the Chief Executive and the Corporate Director of Strategy and Resources are set out in the report.

2.0 The Proposals for the Integration of Health and Care and the creation of the PBL Role

- 2.1 We have all seen that in recent years, our health and care system has needed to adapt and evolve to meet the challenges of not only our population growing in size, people are also living longer but suffering from more long-term conditions. One in 3 patients admitted to hospital as an emergency has 5 or more health conditions, up from one in ten a decade ago. While smoking rates may be decreasing; diabetes, obesity, dementia and mental health issues are on the rise. Faced with these challenges, as well as those from COVID-19, the case couldn't be clearer for joining up and integrating care around people rather than around institutional silos – care that focuses not just on treating particular conditions, but also on lifestyles, on healthy behaviours, prevention and helping people live more independent lives for longer. We need different parts of our health and care system to work together to provide high quality health and care, so that we live longer, healthier, active and more independent lives.
- 2.2 In Trafford we have a sixteen year inequality or difference gap in respect of Healthy Life Expectancy (HLE) between our most affluent and most deprived communities. Tackling the health inequalities across the Borough is one of the Council's three corporate priorities. It is recognised that in order to improve HLE we need a focus on preventing poor health and promoting wellbeing as this will reduce health and social care costs and enhance resilience, employment and social outcomes. The actions required must address the wider, or social, determinants of health such as poverty, clean air, housing, transport, employment and the environment we live in.
- 2.3 On 11 February 2021, the Department of Health and Social Care published the White Paper [*Integration and innovation: working together to improve health and social care for all*](#), which sets out legislative proposals for a Health and Care Bill.
- 2.4 At the heart of the changes is a proposal to establish Integrated Care Systems (ICS) as statutory bodies in all parts of England. Under the

proposals, a statutory ICS would be led by two related entities operating at system level (Greater Manchester) – an ‘ICS NHS body’ and an ‘ICS health and care partnership’ – together, these will be referred to as the ICS. In Greater Manchester the NHS body is called the Integrated Care Board (ICB). The target date was originally 1st April 2022 but this has now been delayed to 1st July 2022.

- 2.5 Integrated care systems (ICSs) are partnerships that bring together providers and commissioners of NHS services across a geographical area with local authorities and other local partners to collectively plan health and care services to meet the needs of their population. The central aim of ICSs is to integrate care across different organisations and settings, joining up hospital and community-based services, physical and mental health, and health and social care.
- 2.6 The legislative proposals entail significant structural change for NHS commissioning. Clinical Commissioning Group (CCG) functions that currently operate within the 10 localities of GM will move to the GM Integrated Care Board (ICB) from 1st July 2022 (subject to legislation). This means that all 10 CCGs will be disestablished with the functions transferred into the ICB.
- 2.7 Trafford is fairly advanced in its consideration of joint working arrangements and there is a genuine shared desire across partner organisations to work together to secure the best possible outcomes for Trafford residents through the further integration of Health and Care functions. There is also a shared recognition as referenced above that in order to secure better outcomes it will be necessary to tackle the wider/social determinants of health. This is reflected in the proposed arrangements for integration which make it clear that health and care outcomes are not just about health and care services, however good or integrated they are.
- 2.8 There is an established Trafford Locality Board, Co-chaired by the Leader and Dr Muhammad Imran who is the Chair of the NHS Trafford CCG, with agreed Terms of Reference, which will allow for the joint stewardship of aligned budgets. There is a shared recognition of the need to move towards some joint accountabilities and responsibilities in order to enable the locality to address the four aims of the integration process, namely to:-
 - Improve outcomes in population health and healthcare.
 - Tackle inequalities in outcomes, experience and access.
 - Enhance productivity and value for money.
 - Help the NHS support broader social and economic development

- 2.9 The Greater Manchester Health and Social Care Partnership (GMHSCP) issued an Accountability Framework for the PBL role in March 2022. The framework required each locality to identify a new role as part of NHS GM Integrated Care arrangements, to be known as the Place Based Lead for Health and Care Integration (“the PBL”). The PBL will ensure that Trafford remains a strong and influential component part of the Greater Manchester Integrated Care System.
- 2.10 The PBL will be responsible for driving the local integration of health and social care and connecting that to wider public services to address the social determinants of health, with the purpose of improving health outcomes, improving the quality of care, reducing health inequalities and maximising the value of public resources.

The PBL will be accountable for:

- Convening the place-based integrated care partnership, and facilitating priority-setting, strategic alignment and decision-making between organisations across multiple sectors.
- Being the accountable officer for delegations from GM NHS Integrated Care to the place-based partnership.
- The place-based lead will be a member of the wider system leadership team, and therefore have influence over NHS financial resource allocation across Greater Manchester and specifically within the place they lead.
- Leading the local GM NHS Integrated Care employed team, and work with partner organisations to develop and support a “one team” approach including purposeful arrangements for effective clinical and professional care leadership across the place.
- Listening to the voice of our communities - Ensuring our place-based partnerships are developed by listening to the voice and lived experience of our communities
- Being responsible for the management and deployment of people who are allocated from both GM NHS Integrated care and wider partners to form the place based integrated care team.
- Ensuring that partners work together to deliver on required outcomes and agreed ambitions.
- The role will work closely with the statutory officers in NHS Trusts, Adults and Children's Social Care and Public Health to support the full range of contributions to integrated care and population health. The statutory accountabilities of those individuals and their organisations are not affected by the creation of this role.

- 2.11 The Accountability Framework proposed three options for the PBL role: That the LA CX should be the PBL; that the PBL should be an individual who is currently employed by NHS Greater Manchester Integrated Care Board; or that the locality proposes an alternative bespoke local solution. These options were considered by the Trafford Locality Board at its meeting on 12th April 2022 and it was agreed that Trafford should nominate the Trafford Council Chief Executive for the PBL role. This was proposed on the basis that it represented a holding position for Trafford which would enable it to continue to develop its integrated arrangements as the proposals continue to evolve in GM and on a national basis. The arrangements proposed will be subject to review.
- 2.12 Taking on the accountabilities and responsibilities for the PBL will bring additional responsibilities into the Chief Executive's role as set out above. It is also anticipated that there will be a dual contractual relationship with the GM ICB. This will require an amendment to the current Job Description and the terms and conditions of employment for the Chief Executive and a copy of the proposed Job Description is attached in Appendix 1 for information.
- 2.13 Normally, the approval of the Job Description, pay and benefits package for the Chief Executive and Chief Officers is a function delegated to the Employment Committee. However, given the significance of the changes proposed and recognising that the appointment of the Chief Executive is normally a matter which is reserved to the full Council, the Chief Executive considers that this is a matter which more appropriately should be considered by the full Council. The Committee is therefore asked to note the proposed changes. Any comments on the proposed changes which the Committee considers appropriate will be reported to the Council when the matter is considered further.
- 2.14 In recognition of the proposed extension of the Chief Executive's role it is proposed that an increase in salary of £10,000 to £182,081 per annum for the role would be appropriate. All other benefits attaching to the role remain unchanged. The Committee is asked to recommend this figure to Council.
- 2.15 As set out in Para 2.11 above, the arrangements proposed in relation to the PBL appointment represent a 'holding position' due to the fact that the arrangements for health and care integration are still under development both nationally and also within GM. It is expected that we will receive further clarity in terms of functions to be delegated at a local level and in relation to the alignment of different budgets. The TLB has agreed that the PBL arrangements should be reviewed and that they will be considered further by the Board in December 2022. The Committee and Council will therefore note that the arrangements are to that extent of an interim or temporary nature and that a further report will be brought to both the Committee and Council setting out the position following review.

3.0 Senior leadership capacity

- 3.1 It is recognised that for the LA Chief Executive to assume the duties and responsibilities of the PBL this represents a significant increase to the role. It is also recognised that the NHS systems currently within the scope of the CCG's are in many cases a new area of responsibility for chief executives assuming the PBL role. On that basis the Accountability Framework recommended that where the PBL is proposed to be the local authority Chief Executive, they will need to be supported by a senior officer who would also be a member of the ICB locality team. The Framework also suggests that a new role will be established in each locality to deliver the defined activities and that appointments to those roles will probably be made by the NHS Greater Manchester Integrated Care Board.
- 3.2 In Trafford it is proposed that we should endorse the principle of creating such a supporting role to be carried out as proposed under the Framework. It is a role which will provide key support to the Chief Executive in discharging the PBL role and in particular the delivery of NHS delegated responsibilities. It is anticipated that the role will be an ICB appointment and that this will be on NHS terms. It is currently proposed by the GM ICS that this role will sit on the council's leadership team and report into the Chief Executive through the ICB. Further clarity is needed in order to establish how such an arrangement will work in practice.
- 3.3 Consideration also needs to be given to support for the Chief Executive from within the senior management team. In that regard, the Committee will no doubt recall that in June 2021 the Chief Executive, following consultation with the Leader, appointed the Corporate Director of Strategy and Resources to act as her Deputy, knowing that she would be unable to fulfil the role herself for a period of time due to illness. It was originally anticipated that a period of six months would be required in order to also provide cover for a period of phased return.
- 3.3 The arrangement has continued in place following the Chief Executive's return to full time employment and is considered to work extremely well providing additional capacity, continuity of leadership and stability for the council at an important time in the development of its revised Corporate Priorities, work on the Budget for the coming year and enabled the route to recovery post-Covid.
- 3.4 The Chief Executive has given the matter due consideration and has consulted with the Leader of the Council and proposes that the Corporate Director of Strategy and Resources should continue to act as her Deputy to provide the additional senior level support which is considered necessary as a consequence of the Chief Executive taking on the additional responsibilities of the PBL.
- 3.5 Benchmarking has been undertaken across GM to inform the salary remuneration level and a salary level of £143,000 per annum was considered appropriate on that basis pre the 2021/22 pay award. Following application of

the 1.5% pay award the proposed salary level to be paid to the Corporate Director of Strategy and Resources during the period which she will now continue as Deputy to the Chief Executive is £145,145 per annum.

4.0 Costs

4.1 The additional salary costs of £39k, including oncosts, will be financed from the resources which will be made available for senior ICB leadership arrangements for Trafford and are estimated to be in the region of £442k. Confirmation of the final amount is still to be confirmed by the ICB. A further report on other senior leadership arrangements will be presented to a future Employment Committee.

5.0 Recommendations

5.1 As set out at the front of this report.

JOB DESCRIPTION

JOB TITLE: Chief Executive

DEPARTMENT: Corporate Management Team

GRADE: SM1

DIRECTLY RESPONSIBLE TO: The Leader of the Council

DIRECTLY RESPONSIBLE FOR: Corporate Directors and **GM ICS Delivery Lead**

Main Purpose of the Job:

The Chief Executive will provide strong leadership, both for the Council and the communities of Trafford, delivering the Vision and Values. Listening to residents, businesses and customers, the Chief Executive will work to transform services focusing

on those things that matter to the local community whilst ensuring the continuation and expansion of Local Strategic Partnerships and raising the Council's profile regionally, nationally and internationally.

As Place Based Lead for the Trafford Locality, responsibility for driving the local integration of health and social care and connecting that to wider public services to address the social determinants of health, with the purpose of improving health outcomes, improving the quality of care, reducing health inequalities and maximising the value of public resources.

Main Duties:

1. Act as the Council's Head of Paid Service as described in the Local Government Housing Act 1989 and the Council's constitution.
2. To ensure that strategic policy objectives of Elected Members are identified and achieved effectively and economically.
3. To represent and promote the Council locally, regionally, nationally and internationally.
4. Ensure the effective governance of the Council and the legality, probity, integrity, proper public accountability and scrutiny of its decision making processes.
5. To provide strategic leadership and direction to employees and partners
6. To drive service improvements and co-ordinate strategies to deliver results and key priorities within the vision, ensuring a clear sense of ambition, direction and purpose.

7. **Accountable Officer for delegations from GM NHS Integrated Care to the place-based partnership including financial allocation for the Trafford locality.**

Key Accountabilities

Strategic Leadership and Management

1. Act as principal policy adviser supporting Members on the development of the Council's strategic aims and ensure that the Council's policies and priorities are understood, owned and implemented across the organisation
2. To advise the Leader, Executive and Council on appropriate organisational structures to meet the Council's service priorities and ensure that statutory obligations are met within existing resources.
3. To provide decisive, yet mindful leadership for the organisation, establishing a clear model to inspire all employees to promote the values of the Council and present a positive image to the community.
4. Promote a culture of excellence underpinned by performance management and continuous improvement.
5. To lead and develop an effective management team and be responsible for appraisal of team members.
6. To provide leadership to Trafford's programmes of Transformation and service improvement taking into account the agenda at national, regional, sub regional and local level to deliver performance and efficiency improvements.
7. To promote the development of effective policies in response to the changing demands imposed by legislation, other external influences and service demands.
8. To foster, develop and lead effective partnership agreements with both internal and external stakeholders, including Local Partnership working.
9. **Provide leadership for the Trafford Locality GM Integrated Care team and working with partners develop a one team approach including purposeful arrangements for effective clinical and professional care leadership across the place.**
10. Lead the Council's commitment to community governance and identify opportunities for achieving the Council's objectives through partnership with other people and organisations, developing and promoting such partnerships.

Service Delivery

1. Ensure that services are driven by quality and customer focus, judged on results and determined by the needs of the people and different communities of the area
2. Ensure that the Council has effective long term service planning with focused delivery and action plans which link targets to service objectives and commissioning.
3. Providing a framework within which to challenge service provision, ensuring that effective and efficient services are delivered to the community, through maximising resources, incorporating best practice and utilising new technology and innovation.
4. Ensure that service delivery is supported by a comprehensive performance management system that tracks the implementation of corporate priorities and objectives.

5. To explore the use of ICT innovations and social media to improve customer service and engagement.

Culture

1. Promote and deliver an organisational culture that is positive, forward looking, results orientated and customer focused.
2. Promote and engender an environment which is supportive, fair and open, encouraging and enabling all staff to meet required performance standards.
3. Promote an environment that also ensures high standards of probity, integrity and customer confidence.
4. Encourage a real sense of ownership of the corporate plans across the organisation, and inspire and motivate all staff to develop the confidence and commitment to achieve objectives and outcomes.
5. Promote continuous improvement, service excellence and equality in the delivery of services and employment.
6. Develop a learning organisation that is not afraid to take measured risks, focuses at all times on the customer and uses its own growth and experience to learn and develop.
7. Demonstrate an open commitment to actively celebrate the rich diversity of the communities of Trafford.

Communications

1. To act as a pro-active ambassador for the Council, creating the mind set for identifying, anticipating and satisfying customer requirements.
2. To work with Elected Members in developing effective communication strategies internally and externally.
3. To facilitate the development of partnership agreements to ensure that the Council and Members are able to effectively fulfil their role in community leadership.
4. Represent the Council at local, regional, national and international level with key stakeholders, including government bodies, local authorities, agencies, local communities, private sector, academic institutions and other organisations.
5. To encourage innovation and creativity, promoting a positive and modern image of the council.
6. Develop, maintain and promote effective communications, liaison and partnership working throughout and across the Council at all levels, and encourage strong working relationships with external stakeholders. This includes local residents, government and other public sector agencies, voluntary and community groups, and the private sector to ensure that the Council's interests are understood and appreciated and reflect the Council's commitment to tackling local issues and improving the quality of life for its diverse range of citizens.

General accountabilities

1. Undertake all duties in accordance with Council policies and statutory obligations.

2. Together with the Monitoring Officer, be responsible for a system of record keeping for all the Council's decisions (executive or otherwise).
3. Act as Electoral Registration Officer and to be responsible for all electoral matters.
4. Have a co-ordinating and directional function in relation to emergency planning and emergencies.

Health and Safety

To operate safely within the workplace with regard to the Council's health and safety policies, procedures and safe working practices. To be responsible for your own Health and Safety and that of other employees.

Equalities & Diversity

To work within the Council's Equalities and Diversity Policy, embracing through personal example, open commitment and clear action that diversity is positively valued, resulting in access for all by ensuring fair treatment in employment, service delivery and external communications.

Customer Care

To continually review, develop and improve systems, processes and services in support of the Council's pursuit of excellence in service delivery. To recognise the value of its people as a resource.

Training and Development

To identify training and development needs with your manager, taking an active part in your Personal Development and Review Plan. To access development opportunities as they arise and share learning with others and where appropriate, actively encourage a learning environment and development within others.

Policy

To work at all times within the established policies and practices of the Council, within the framework established by the Council Constitution and associated guidance.

Information Governance

Confidentiality is of prime importance. In the normal course of duties, the post holder will have access to personal and or sensitive information relating to service users, staff and contractors, as well as information of a commercially sensitive nature. Such information should not be communicated to anyone outside or inside the Council unless done in the normal course of carrying out the duties of the post. Disciplinary action will be considered where a breach of confidence and or data breach has been established.

All information obtained or held during the post-holders period of employment that relates to the business of the Council and its service users and employees will remain the property of the Council. Information may be subject to disclosure under relevant legislation.

To ensure information is shared safely and complies with information governance standards and associated legislation.



JOB TITLE: CHIEF EXECUTIVE

GRADE: SM1

Disabled candidates are guaranteed an interview if they meet the essential criteria

This specification sets out the skills and attributes required by the Chief Executive which are considered essential for the post.

Candidates should ensure that they complete their application so as to provide evidence of success in the areas listed.

Determining methodology is shown in **bold** for the elements.

Key: A From application
 I Further information from interview
 T Tested further through Assessment Centre exercises

MINIMUM ESSENTIAL REQUIREMENTS	METHOD OF ASSESSMENT
1. Education	
Educated to postgraduate degree level or equivalent, with evidence of continuous personal development	A
2. Experience & Knowledge	
Extensive experience and achievement at senior management level within a Local Authority and/or large complex multi-disciplinary organisation.	A / I

<p>Comply with the criteria for the ‘fit and proper person test’ and be willing to uphold the seven principles of public life (Nolan principles)</p> <p>Proven track record of developing and implementing corporate objectives, policies and strategies within a large, complex multi-disciplined organisation, in either the public or private sector.</p> <p>Proven success in leading and motivating teams of senior staff to a high level of achievement.</p> <p>Successful track record of leading significant operational and organisational change, and of building and developing a multi-disciplined team of managers in a large, complex organisation.</p> <p>Proven track-record of working effectively in co-operation and partnership with a wide range of communities, partner organisations, private sector providers, public agencies, voluntary bodies and statutory authorities.</p> <p>Successful track record of establishing a strong performance culture, effective performance and service quality evaluation that involves users and drives up standards and performance.</p> <p>Achievement of equal opportunities in both employment and service delivery within a large, complex organisation, and a demonstration of personal leadership in the value of diversity.</p> <p>Proven experience of promoting positive images, both internally and externally, of a large organisation.</p> <p>Thorough understanding of the issues, challenges and implications facing Local Government and a thorough understanding of, and commitment to, the principles of Local Government Modernisation.</p> <p>An understanding of the wider social and economic environment within which Local Government operates.</p> <p>Thorough understanding of the strategic benefits of IT.</p>	<p>A/I/T</p> <p>A / I</p> <p>A / I / T</p> <p>A / I</p> <p>A / I</p> <p>A / I</p> <p>A / I / T</p> <p>A / I</p> <p>A / I</p> <p>A / I</p> <p>A / I</p>
<p>3. Personal & Professional Skills</p>	
<p>High degree of political sensitivity and awareness, and an ability to maintain and establish collaborative working relationships with Elected Members, Central Government, public sector agencies, trade unions, the business and voluntary sector communities.</p> <p>Ability to think strategically, analyse complex issues, formulate responses and manage change within a large, complex and diverse organisation.</p> <p>Highly developed proven skills in written and verbal communication, advocacy and negotiation skills.</p> <p>A high degree of business acumen and commercial awareness.</p> <p>Personality, conduct and credibility that establishes and maintains the confidence of Elected Members, employees, local communities and the external partners/agencies and stakeholders.</p> <p>High personal and professional standards and a commitment to probity in Local Government.</p>	<p>A / I / T</p> <p>A / I / T</p> <p>A / I / T</p> <p>A / I / T</p> <p>A / I / T</p> <p>A / I / T</p>

4. Other	
Able to drive/current driving licence.	A
Able to work irregular hours as required by the demands of the post, including attendance at evening and weekend meetings, and civic functions.	A

Date prepared/revised: AB/ May 2023